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MAY 17 1954

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA



MAY 1954 • FORTY CENTS

IN THIS ISSUE

Help for the Alcoholic Worker ... Page 8

Management Team of the Month ... Page 11

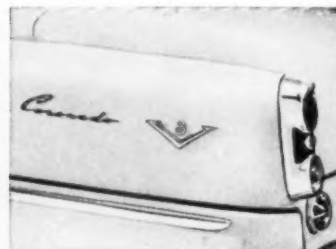
Greater New York Area Conference ... Page 14



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ONE LOOK tells you! Here's the most glamorous DeSoto ever to stop traffic. For this new beige and blue beauty, mills created special fabrics in corded nylon, to be trimmed with top grain leather. And throughout: custom fittings *you don't find elsewhere!* **STEP IN**, and see how the DeSoto Automatic gets its name. The 170 h.p. FireDome V-8, paired with new PowerFlite fully automatic drive, takes you from zero to you-name-it—without lag, lurch, or click! Plus Full Time Power Steering and Power Brakes to make it all effortless. It's a spring tonic... on wheels! See a DeSoto dealer today. DeSoto Division, Chrysler Corp.



ABOVE: Distinguished chrome ensemble—set into the rear fenders—identifies the Coronado. **LEFT:** Top grain leather and rich nylon fabrics enhance interior, seen here with doors removed for photographer.

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ABOUT THIS ISSUE

"Help for the Alcoholic Worker" on page 8 is a story every supervisor should read. It is by Edward L. Morris, Executive Director, Portal House, Chicago, Ill. as told to Phil Hirsch. You can find out who the "Management Team for May, 1954" is by turning to page 11. The details of the "Greater New York Area Conference" are found on page 14. "Management Men—Today and Tomorrow" was the theme of the Fourth Annual Industrial Management Conference in Pittsburgh. You'll read about it on page 16. Get the scores of the "Sixth Annual Bowling Tournament" on pages 18 and 19. The "Second Regional Management Conference" at Syracuse, N. Y. is described on page 22. On the following page you can read about why "The Ladies Will Love Cincinnati"—site of the 31st annual NAF convention.

ON THE COVER



—Mayfield Photos, Inc.

Like the efficiently meshed gears on the cover of this May, 1954, issue of MANAGE Magazine, NAF management teams are coordinating their activities with modern American industry in general—and with their respective companies individually.

Such a meshing of gears symbolizes the ultimate power of free enterprise industry. It plainly indicates strength through efficient coordination.

The cover of this issue again calls to mind that the greatest untapped resource of modern free enterprise industry is unity in management.

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

MAY, 1954

VOL. 6, No. 9

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IN THIS ISSUE

- 6 The Manage Forum
- 8 Help For The Alcoholic Worker
- 10 Better America
- 11 "Management Team" For May, 1954
- 12 Management on Review
- 13 NAF in Action
- 14 Greater New York Area Conference
- 16 Management Men—Today and Tomorrow
- 17 New NAF Clubs
- 18 Sixth Annual Bowling Tournament
- 20 Photo Parade
- 22 Second Regional Management Conference
- 23 The Ladies will Love Cincinnati
- 24 Business Notebook
- 26 How Would You Have Solved This?
- 29 Western Report
- 31 In the Industrial Spotlight
- 32 Manage Service Bureau

THIS ISSUE'S TOTAL CIRCULATION: 62,475

THE NATIONAL ASSOCIATION OF FOREMEN, EDWARD O. SEITS, President; MARION KERSHNER, First Vice-President; WILLIAM S. DIFFENDERFER, Secretary-Treasurer; J. E. BATHURST, Executive Vice-President.

The National Association of Foremen (NAF) is a non-profit educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 60,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice-president at 321 W. First Street, Dayton 2, Ohio.

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Where's That **Profit** Made?

The President of the company says in his annual report to the stockholders, "We made a profit of so many cents per share," etc.

Where was that profit made?

Of course the product engineers had something to do with it. They designed a product people wanted to buy.

Of course the salesmen had something to do with it. They sold it.

Of course the financial men had something to do with it. You can't run a business without money.

But when you get right down to bedrock, a profit margin depends upon the difference between cost and sales price. And this takes you right back to *production*.

What runs up costs? Slow work; inaccurate work, that makes for a high percentage of rejects; excessive scrap.

What holds down costs? Efficient workmanship; accuracy that cuts down rejects; minimum scrap.

Whose performance is the President talking about in his annual report?

It's yours, Mr. Foreman. Where's that profit made? *Right there in your own department.*

Foremanship Foundation, Inc.

DAYTON, OHIO



*A non-profit organization
supported by companies who
believe that America's Foremen
help steer America's future.*

The MANAGE FORUM

THE EDITOR SAYS...

WE'VE COME A LONG WAY

IT is remarkable that The National Association of Foremen, which bases its activities on education, respect and understanding, should have been conceived in an atmosphere of industrial ignorance and violence. Recent probings into the historic beginning of the NAF have brought to light some anecdotes which illustrate the general industrial problem involving front-line supervision. As you can see, the need for the NAF was great between 1916 and 1919, when it got its start.

A superintendent of the old Dayton Engineering Laboratories Company took a tour through his plant in 1916 and found the production in the screwmachine department lagging. He told the foreman to double production, which the foreman tried to accomplish with a direct order. Chaos resulted. The superintendent sent clerks into the department with stopwatches and orders, "Keep your damned stopwatches on these blankety-blank-blanks and see that they do like I say!" Forty tool-makers and screwmachine operators walked out on strike—a strike which made no demands on the company.

Poor human relations understanding by supervision was the one and only cause.

It was in 1917, two years before the meeting of the first class of foremen which became the Foreman's Club of Dayton, that a Dayton factory foreman asked a welder to join the two ends of a frame to carry an automobile electric generator. The welder did the best he could, but the weld job looked miserable. The foreman lost his temper when he saw it.

"If I did a welding job like that, I'd throw the damned thing out the window!" he shouted at the welder.

The welder, tired of the foreman's tirades, lifted the heavy frame to which was attached the generator and struggled to the third floor window. He threw it through the window, shattering the pane.

"You're fired!" yelled the foreman. "For breaking the glass."

Shortly before 1919, a shop inspector in another Dayton factory found a woman lathe operator standing idly by her machine. She was known to be a whiz on production and had been earning a big weekly paycheck because she was being paid on a piece-work basis. "What's wrong?" asked the inspector. "Why aren't you working?"

"I'm getting my tools sharpened."

"Where are your spares?"

"Gone. And look at my time-card! Just look at all the idle time I've been having. Why, I'm not earning anything."

The inspector called the foreman aside and asked where the woman's spare tools were, because according to rule she was to have them handy.

"I got called down because my employees are making too much money, so I hid their spare tools."

The inspector gave the foreman ten minutes to bring back all spare tools for the frustrated lathe operators.

These illustrations are only random samples from the millions of miserably poor foreman-employee relationships which were holding back modern mass-production industry following World War I. I picked them up during conversations with two of the men greatly responsible for the founding and expansion of the NAF: Louis Ruthenburg and Frank Irelan. A. L. Freedlander, the first (1920-

1921) president of the Foreman's Club of Dayton could tell me others.

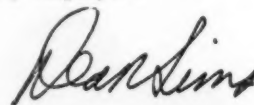
It is significant that these three men who early realized the importance of good foremanship for American industry—and did something about it—have achieved great personal success: Mr. Ruthenburg is chairman of the board of Servel, Inc.; Mr. Irelan is general manager of Delco Products division of General Motors (and a past NAF national president), and Mr. Freedlander is president of Dayton Rubber Company.

It's little wonder that Fred Maytag II, president of the Maytag Company, recently referred to the NAF as "one of the most significant movements of our time."

"BETTER AMERICA" BOOKLETS?

THE American Economic Foundation's 1954 "Better America" series of illustrated editorials are again proving to be popular with MANAGE readers. The theme of the articles is the Constitution of the United States. They are designed to bring up-to-date the average citizen's understanding and appreciation for this most priceless possession.

If you are interested in having us print the entire series in booklet form, for distribution at a modest price, after the December issue, I'd like for you to write to me. The booklet would be ideal for presentation to groups of citizens in every phase of American life, school children to factory employees.



And the READERS REPLY...

MANAGE GOES TO ALASKA

To the Editor:

My son, Captain Ira C. Fatheree, is now and has been in Alaska for some two years or more, at Elison Field, and after reading one of your magazines, MANAGE, it is my opinion this piece of literature could be of help in stopping those Russians from getting any closer to us to do any harm. So if you can do so, could you send him this magazine by mail for six months, as he may be home by August or sent to Japan?

R. O. Fatheree
Encinitas, California

MANAGE May 1954



THE AIRCRAFT INDUSTRY requires a mobile source of oil-absorbing wiping material. Wipers must be strong for heavy work, soft for polishing fine metals.



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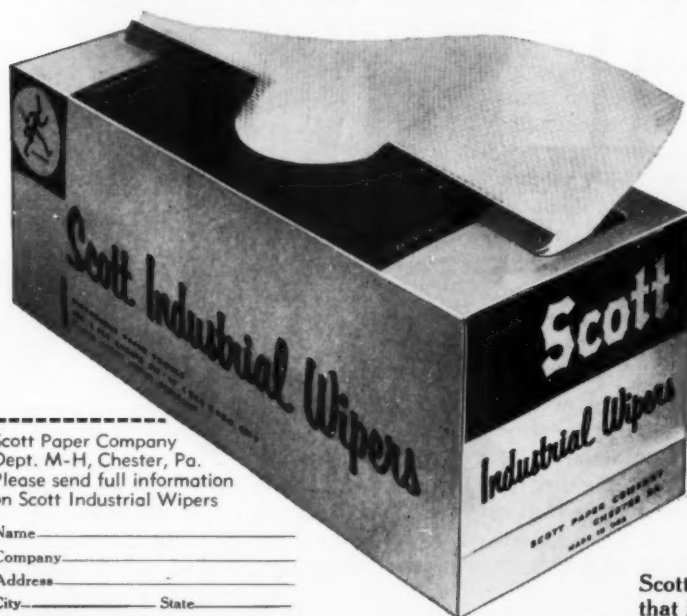
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Scott Industrial Wipers—Another Scott Product that is changing America's way of doing things.

HELP FOR THE ALCOHOLIC WORKER

By Edward L. Morris, Executive
Director, Portal House,
Chicago, Ill.

(as told to Phil Hirsch)

(Since 1948, Chicago's Portal House, a non-profit corporation supported by local industry and civic organizations, has been operating facilities for rehabilitating the alcoholic worker. Besides treatment, the agency's program includes education of a company's work force inside the plant. The author, who has headed Portal House since 1952, is a public administrator who has had extensive experience in dealing with problem drinkers.)

MANAGEMENT is well aware of the fact that such diseases as cancer and tuberculosis sap production efficiency and increase costs. But there is another disease that is costing American industry even more in terms of absenteeism, scrap production, and accidents. Reference is made to the disease of alcoholism, and more specifically, to the problem of the problem drinker.

According to the U. S. Public Health Service, alcoholism is ten per cent more prevalent than tuberculosis, 50 per cent more prevalent than cancer, and 225 per cent more prevalent than polio. Many physicians believe "the bottle" symbolizes America's number four public health problem.

Some idea of the damage alcoholism is causing to the nation as a whole may be seen in a recent study which showed that alcohol was involved in nearly 50 per cent of the fatal traffic accidents in four of our larger cities.

Research at the Yale University's Center of Alcoholic Studies, an agency which has pioneered in the study of alcoholism's effect on the



individual and on the economy, reveals that there are about 4.5 million alcoholics in the United States today. The number has been rising steadily during the past several years. Reliable estimates show that there were 2.7 million alcoholics in 1940, 2.8 million in 1943, and 3.8 million in 1948.

Of these 4.5 million alcoholics, about two million are employed in industry. What makes the problem worse is that many of the two million are skilled, highly-paid workmen, with long tenure.

One of the first companies to do something constructive about the problem drinker, Allis Chalmers Manufacturing Co., found that its average alcoholic worker had been employed 11.5 years, and that he was earning \$2.09 an hour, compared to an average of \$1.82 for the Allis Chalmers work force as a whole. Studies at the Yale center of a group of 2,000 alcoholics showed that 55 per cent were between 35 and 50 years of age, the most productive period of a worker's life. Seventy per cent of these alcoholics held, or had held, jobs involving skill and responsibility.

The alcoholic worker is absent from his job about 25 days a year, his accident rate is twice that of the abstainer or occasional drinker, and his life span is 12 years less than it would be if he were a moderate drinker or a teetotaler.

The sum of these losses to industry is about \$1.4 billion and 60 million man days annually. These are conservative estimates.

Note that alcoholism has been referred to as a disease. The failure of the public to look upon the problem drinker as something else than a bum and a moral degenerate has been one of the greatest obstacles to alleviation of the problem.

When anyone mentions the word "alcoholic" or "alcoholism," the average person immediately visualizes a Skid Row derelict. This derelict might have been respectable-looking and respectable-acting once, so the popular notion goes, but even before he began this modern counterpart of "The Rake's Progress," there was a weakness

somewhere in the derelict's moral armor. This lack of "courage," "self-control"—it goes by several names—leads an otherwise self-respecting citizen to the bottle, and from there to Skid Row. Because of his basic weakness, many otherwise thoughtful persons believe, nothing can be done for the alcoholic.

This view of the alcoholic is based partly on lack of information. In a recent survey made in the state of Washington, it was found that 72 per cent of the persons interviewed knew or had known an alcoholic. Yet, only 13 per cent had a clear idea of how Alcoholics Anonymous operates. Inherent in the work of AA and similar rehabilitation agencies is the idea that the alcoholic does have willpower, that his problem is not something he was "born with," and can never change.

Even a casual look at the results obtained by such groups as AA shows the validity of this approach. The mere fact that an alcoholic continues drinking in the face of the strongest pressure from friends, family, and employer should be indication enough that he has willpower, if only in a negative sense.

Public understanding of alcoholism as a disease rather than as an inherent moral weakness is difficult for many reasons. One is that there is little general understanding of the nature of emotional maladjustment. The popular notion is that we have "normal" people and "emotionally maladjusted" people; the latter group, according to this view, consists of individuals who are either in mental institutions or should be there.

Actually, the group so maladjusted that it needs strait jackets is a fraction of the number with emotional problems; all of us have them. The difference between a so-called "normal" person and one in a mental ward is a difference of degree, not of kind.

Alcoholism is a symptom of a deeper emotional problem, similar, in a sense, to smoking, swearing, even to watching television or going to the movies. The difference between the alcoholic and the television viewer is that the former is

destroying himself and damaging everything he has contact with, while the latter is adjusting to emotional strain and stress in a manner which will not reduce his capabilities and may improve them.

The difference between the "moral weakness" approach to alcoholism and the concept of alcoholism as a disease is the difference between the expression, "He was born an alcoholic," and the idea that, "There, but for the grace of Providence, is me." Those who feel that this second approach hits a little too close to home are asked to remember that the factors producing emotional problems, although they affect us all, affect each of us in different ways and to different degrees. Loving parents, a secure and happy home life, a successful business career—these are things to be grateful for. To a large extent, many of us could have turned out less than we are if these factors had been less perfect.

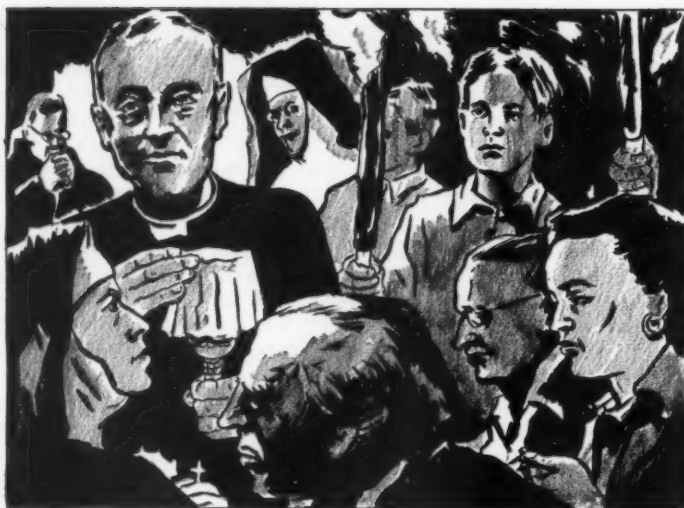
The alcoholic should be regarded as an individual for whom these emotional factors have been less than perfect. Alcohol blots out, if only temporarily, the problems the drinker can't face. With liquor as a crutch, life becomes livable.

What are these emotional factors that affect all of us, but turn only some of us into community burdens? Take the case of a worker referred to Portal House by his employer some time ago. We'll call him John Smith, because that isn't his real name.

When John was a child, his father made all John's decisions for him. As a result, when John married and moved away from home, he lacked this decision-making ability. John became acutely conscious of the fact that he couldn't make up his mind and the knowledge made him feel inferior to others.

John obtained a job as an apprentice coremaker at a foundry. He was a good worker so long as he wasn't forced to make any decisions. But, after several years, he was promoted to foreman of the coremaking department. His above-average job-knowledge, which had gained him the position in the first place, was enough to reduce his

(Continued on Page 28)



Worshipping God The Hard Way

IT would be hard for you to imagine a situation under which you would have to sneak off to a church service in a cave or basement.

But millions of people alive today do *not have to imagine it*: they have seen it happen.

There are today many governments with the legal power to order their citizens to worship God as the government directs.

This, of course, has been going on for 5,000 years; so when the American people wrote and adopted their Constitution, the *first item* in the Bill of Rights was: "*Congress shall make no law respecting the establishment of religion or prohibiting the free exercise thereof.*"

To the Colonial peoples who had just won their freedom at a frightful cost of blood and sacrifice, religious liberty was no idle theory.

Many of them had come to America only because they were determined to worship God according to their own conscience rather than according to the conscience of the state.

It is popular in America nowadays to look upon the Constitution as a dead document that sometimes acts as a drag on progress because it

declares some very attractive "progressive" ideas to be illegal.

As a matter of fact, the Constitution of the United States is the youngest and most vigorous political formula in the world, and the principles it upholds are the very foundations of our progress and prosperity.

The so-called "new ideas" which are forbidden by the Constitution are mostly old, discredited ideas dredged up from the mistakes of history and given glittering new political labels.

Most of these ideas—if you examine them closely—involve giving more power to the government because "government can take care of the people better than the people can."

That is exactly what the Constitution was designed to prevent, and the reason it works so well is that it was designed by the most brilliant group of statesmen ever gathered together.

Mark this well: if a suggestion for "improvement" of the American system runs counter to the Constitution, let's stop, look, and listen.

It is probably a bad suggestion.

"Management Team"

For May, 1954

Convair Pomona (Calif.) Division Judged Most Deserving Of Honor For This Issue . . . Management Team Cut Departmental Production Costs By Thousands Of Dollars.

IN October of last year, our division manager expressed grave concern to our management group that Congress had slashed most military budgets. Our biggest customer (over \$200,000,000 worth of business a year), the U. S. Navy, would have to cut its expenditures in every field but one: guided missiles.

Some of our boys breathed a sigh of relief. That would mean our company, Convair Pomona division, would be untouched by the Navy's budget cuts.

Oh, yeah . . . That's where we were wrong. The division manager made that clear—immediately.

With so many contracting firms losing Navy business other than guided missiles, there would be plenty of firms out to prove they could do a better job than our plant. The pressure would be on us at Convair of Pomona to cut costs—and cut them plenty. There would be newer and stiffer competition for the fewer Navy contracts.

"It's up to you!" is the way the division manager left the subject with us. "It's essentially a management problem, because the employees merely carry out our orders."

The Convair Pomona division board of control went into a huddle. We reasoned that we had three obligations facing us—in just this order:

1. We had to assure our employees continued employment.
2. We had to assure our company of more Navy business in the future—which would mean more opportunities for advancement for us, individually, as management men.
3. We had to assure our 30,000-

population community (in which our plant is the biggest single employer) of continued prosperity through full employment at Convair. Our townsmen were planning on the business and our city was depending on the taxes from our employees who were Pomona's citizens.

We agreed it was a mighty serious load of responsibility, but we took a good look at our NAF code of ethics and plunged in.

The club based its immediate program on three objectives:

1. Reduce direct and indirect costs
2. Quality improvement
3. Maintenance of schedule obligations
4. Materials conservation

At our club's October meeting, the board of control had the program outlined. We emphasized the importance of the success of this venture to our 432 members (96 per cent of our management staff). The support of our program was accepted as we had expected: unanimously plus a lot of cheering, "Let's get down to work!"

First of all, the club agreed to tackle the direct and indirect cost reductions. Each supervisor, in his own department, agreed to exercise personal initiative in making the first phase of our program a success.

By April 1—just seven months later—so many thousands of dollars were being slashed from the production costs of all Convair Pomona division's 28 departments that reports had to be triple-checked before being released. This made

possible the saving of tens of thousands of Federal tax dollars.

Employee-management cooperation and morale is at an all-time high in our factory. You can literally "feel" the enthusiasm that is behind our people's desire to make our plant's U. S. Navy guided missile production better than any other company's in the nation. We know we can do it.

We are utilizing every available technique of scientific approach to our problems—our opportunities as real men of management.

Oh, yes . . . during this same seven-month period our quality of production went up five per cent.

We are exploring every avenue offered modern industrial production by scientific management controls.

We think we have set a record for concrete action and results from management unity.

Already the unofficial Washington reports are drifting back to Convair Pomona division: "One of

(Continued on Page 34)





Management on Review

TWA PRESIDENT SPEAKS AT BRANIFF CLUB PARLEY

Dallas, Tex.—“I have used our TWA clubs as sounding boards, as communications, as aids in my job.” Those were the words of Ralph S. Damon, president of Trans World Airlines and the 1953 NAF National Management Man award winner, as he addressed a meeting of the recently-organized Braniff Airways Management Club.

The forceful speaker went on to tell the group that “the management club is in effect a most important ‘must’—bringing together accounting with maintenance, operations with sales—all the various other departments of the company together.”

Mr. Damon said that Braniff Airways might be compared with a horse in that the horse must be “well trained, well groomed, supported—if it is to carry you, not only through your working life, but all of your future as well.”

Continuing, he pointed out that, “Money, machines, tools, people and management make a company. If a company doesn’t have good management, it is lost.”

Upon his arrival in this city, the TWA president was greeted by Charles E. Beard, Braniff’s president; J. W. Miller, executive vice-president; R. V. Carleton, operations manager, and management club officers Fred Beisecker, president, and A. J. Brough, vice-president and program chairman.

“Good men do good work for a good leader.”—C. M. Willis, safety director, Delco Products division of General Motors Corp.

R. D. BLASIER ADDRESSES FOREMEN’S CLUB OF COLUMBUS

Columbus—R. D. Blasier, vice-president in charge of industrial relations for the Westinghouse Electric Corp., told the Foremen’s Club of Columbus at its April meeting that there are four major ends to be expected from industrial relations departments.

The first, he said, is an objective “which might be simply to make the maximum contribution to the achievement of the company’s profit objectives by giving the greatest amount of help in the management of the company’s human resources.”



R. D. Blasier

Pointing out that the real responsibility for employee relations lies with “operating management,” Blasier said the second expectation might be a philosophy. “Guidance, help and assistance are the things to be given by industrial relations people—you cannot expect more than these.”

Third, he said, is an over-all employee relations policy. In this vein he noted the Westinghouse policy “is one simply of fairness and firmness.”

Fourth goal to be expected from the industrial relations people is a “program of action,” Blasier said.

People who are grateful for constructive criticism never seem to want very much of it.

DURKEE FAMOUS FOODS, INC. WINS BOWLING TOURNAMENT

Rego Park, L.I., N.Y.—Fifth Annual Bowling Tournament of the Greater New York Area NAF Clubs was held at the Hollywood Lanes, Rego Park, L.I., N.Y. on April 10. Nine teams representing three clubs—AMF Management Club, Kings County Management Club and Queens County Management Club—participated.

Companies included were American Machine and Foundry Company, American Safety Razor Co., A. Schrader’s Son, Murray Manufacturing Co., Durkee Famous Foods, Inc., Nieman Brothers Co., I. B. Kleinert Rubber Co., B. Schwanda Sons, Co., and F. & M. Schaefer Brewing Co.

The winner was Durkee Famous Foods, Inc., representing the Queens County Management Club. The score—2716 pins. High individual honors went to Harold Coulson of the AMF Management Club, with a three game high of 618; and to Frank Vitale, Durkee Famous Foods, Inc., Queens Club, with a single game high of 241.

Queens County Management Club remains in possession of the trophy for the third successive year and will be the host club in 1955. The club will provide a new trophy next year.

Trophies were presented at a dinner following the tournament.

L. E. Larson

Doctor (after examining patient): “I don’t like the looks of your husband, Mrs. Brown.”

Mrs. Brown: “Neither do I, doctor, but he’s good to our children.”

MANAGE May 1954

NAF *in Action*

John Morley, internationally known war correspondent gave an "Eyewitness Report on World Affairs" when the Grayson Administrative Conference Club members played host to 320 persons representing six NAF management clubs.

* * *

The Sherwin Williams Management Club of Chicago has voted to offer a \$500 scholarship each year to a young man entering the field of education.

* * *

Members of the Kokomo Foremen's Club collected \$220 for the 1954 Heart Fund during a tag day recently.

* * *

A report luncheon was given for top management of Columbus industries who have given their support to the Foremen's Club of Columbus over the past several years. William F. Ballard, past president, spoke on "A Decade of Progress."

* * *

Robert Kazmayer, news analyst, world traveler, author and reporter, spoke on "America and the Months Ahead" at the annual "Bosses" night of the Foremen's Club of Battle Creek.

* * *

Dr. Alfred B. Garrett, professor of chemistry at Ohio State University, was the guest speaker at a recent meeting of the Surface Combustion Management Club.

* * *

Principal speaker at a recent Syracuse Management Club meeting was D. K. Brown, agent in charge of the Albany Division of the Federal Bureau of Investigation.

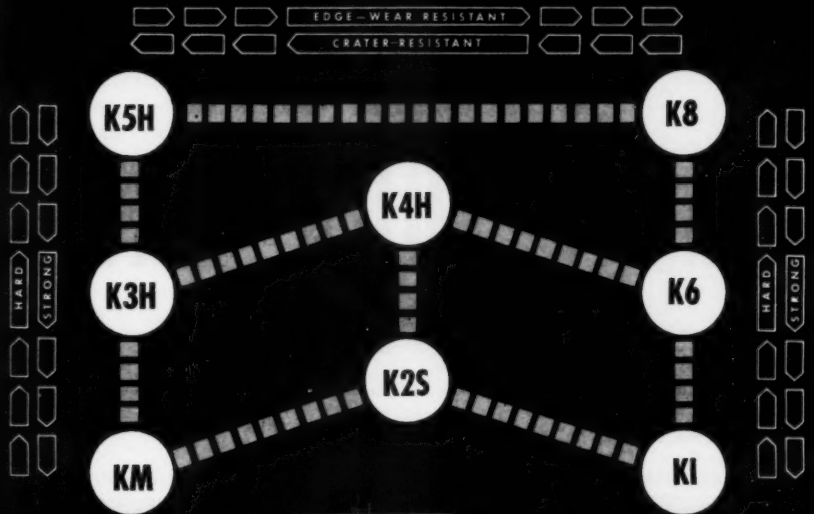
* * *

Lou Gamache, chief of incoming inspection of Motorola Quality Control, was the speaker at a meeting of the Grand Sheet Metal Products Management Club. His subject was, "Scientific Quality Control Procedure."

* * *

Dan Blake, former chief of the Navy Frogmen, discussed "Murder Underwater" at the NAF Night staged by the North American Aviation Management Club, Inc.

MANAGE May 1954



NOW- A Quick, Easy-to-Use Guide to Efficient Machining

Here's the first simplified system for selecting carbide tool grades. Kennametal's new grade selection method assures top tool performance on every machining job. It's easy to use and eliminates guesswork because grades are grouped according to their wear characteristics (edge-wear and crater-resistant); also according to relative strength with strong, intermediate and hard grades included in each group. These eight Kennametal grades meet all machining requirements.

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A-13

GREATER NEW YORK AREA CONFERENCE

(All photos by Fred Frierson, Socony Vacuum Oil Co., Inc., Brooklyn, N. Y.)

New York—One of the authors of the Taft-Hartley Act went on record at the Greater New York area NAF conference April 3 as being "highly critical of the attitude of President Eisenhower toward Taft-Hartley." Former New Jersey congressman Fred A. Hart-

"Basically the Taft-Hartley Act is a sound law," stated Mr. Hartley. "The President said so in his message to congress, but then he went on to list fourteen recommended changes in it. Most of the fourteen recommendations I consider in error."

The former congressman took issue with labor charges that Taft-Hartley is a "union-busting" law.

"One of the reasons why Taft-Hartley has been called union-busting is the section that provides that an economic striker is not allowed to vote if he had previously been replaced in the organization," declared Mr. Hartley. "In his message to congress, the President said—merely—that an economic striker is not allowed to vote. This is fallacious and misleading. Actually this provision was lifted completely from the Wagner Act, the so-called Magna Carta of labor."

DR. JAMES E. BATHURST, NAF executive vice-president, brings greetings from the National Association of Foremen.

EARLE C. BRUNER, senior associate, Rogers, Slade & Hill, Management Consultants, New York City, led the sectional conference, "Management's Unused Opportunity—The Working Team."

ley, Jr., blamed the President's stand on "bad advice from his assistants and advisors."

Three hundred and forty New York City area NAF club members and guests registered for the Hotel New Yorker conference which had as its theme, "Those who dare to lead must never cease to learn." It was climaxed with a banquet at which ex-congressman Hartley spoke.



FRED A. HARTLEY JR. (left) co-author of the Taft-Hartley Law, receives congratulations from General Chairman Robert J. McElwreath, superintendent, Socony-Vacuum Oil Co., Inc., following the former's address.

In an address opening the conference, Charles R. Ray, vice-president in charge of safety engineering and public relations, Markel Service, Inc., Richmond, Va., stated that employee morale is prerequisite to good management. He urged supervisors to memorize the first names of the men in their departments, to furnish the right incentives to inspire loyalty, and to consider discharge as the capital punishment of industry.

"Come out from behind your desk," emphasized Mr. Ray, "and get away from that imaginary barrier between you and the people you supervise."



Dr. James E. Bathurst, NAF executive vice-president, addressed the conference briefly at its opening session. He urged the delegates to exercise good management principles in eliminating simple human misunderstandings which



HIRAM S. HALL, management consultant, Wallace & Clark, New York City, served as leader for the sectional conference, "What's Your I.Q. in Letter Writing?"

are clogging the industrial mass production communications system.

"These communications systems within our industrial America are causing us to produce barely 30 per cent of our potential," the official stated.

"By its very impersonal nature, mass production puts employees in private cubicles which make efficient operation of ordinary communications systems difficult—or impossible," declared Dr. Bathurst. "These human relations problems based on employee misunderstandings have brought about

Socialism in England and cause dangerous welfare state trends within our own society. He called upon industrial and labor leaders to agree to base their future relationships on mutual respect, understanding and confidence.

"Otherwise," he forecast, "free enterprise will naturally degenerate into Socialism, which would mean the end of both management and labor as we know them today."

Earle C. Bruner, management consultant with Rogers, Slade & Hill, New York City, pointed out in a conference that the American industrial foreman is expected to use applied psychology in dealing with groups, whether the foreman realizes this responsibility or not. He said the front-line foreman and supervisor are "key links in the management chain by nature of their responsibilities for creating

DR. WILLIAM LEVY, NAF executive director of Management Development, led the sectional conference, "NAF Code of Ethics—A Philosophy for Leaders of Men in Industry."

sultant with Wallace & Clark, New York City; Henry H. Eskay, Conmar Products Corp., vice-president, Newark, N. J.; Miles S. Trumble, wage and salary administration



LLOYD E. LARSON, A. Schrader's Son, Brooklyn, N. Y., an NAF national director, joined with the group in making the conference worthwhile.

and motivating satisfactory performance."

Other conferences were led by Hiram S. Hall, management con-

supervisor, Socony-Vacuum Oil Co., New York City; George S. Hastings, patents and chemical research vice-president, American Machine & Foundry Co., New York City, and Dr. William Levy, NAF executive director of management development, Dayton, O.

Conference chairmen were Roy Bryant, former NAF director and assistant purchasing agent, Durkee Famous Foods, Elmhurst, L. I., New York; Joseph P. Kirdahy, Jr., production engineer, Consolidated Edison Co. of New York, Staten Island, N. Y.; John P. Clifford, regional director of industrial relations, Trans World Airlines, Inc.,

(Continued on Page 34)



J. PATRICK O'MALLEY, Trans World Airlines, Idlewild Airport, N. Y., an NAF national director, played a major role in the successful conference.

Management Men...Today and Tomorrow is conference theme

Pittsburgh, Pa.—“The human element in industry can never be replaced, whether in this or a future atomic age” declared E. J. Hanley to 400 management men at the Fourth Annual Industrial Management Conference here. The president of the Allegheny-Ludlum Steel Corporation told his audience that industrial foremen—presidents to line foremen—have what it takes to keep pace with advances in scientific and technological fields but that they must always be in the process of growing in their jobs.

Mr. Hanley outlined the major activities by which a foreman can help instill the feeling of fair dealing among employees in his talk entitled “Management Men—Today and Tomorrow.” They are:

1. By handling the members of his crew as individuals with individual problems.
2. By being a willing listener to the employee's job problems.
3. By stimulating new production

ideas from his crew members.

4. By taking an active part in safety promotion.
5. By upholding good housekeeping practices in the shop.
6. By developing his men and helping them advance.

Sponsored by the Western Pennsylvania Affiliated Clubs of the National Association of Foremen, the day long conference also featured two workshops. Allen K. Heydrick, Director of Education and Training at Weirton Steel Company, Weirton, West Virginia, presented an illustrated explanation of “How Our Labor Contract Operates.” Chairman was Joseph F. Bacek, president, Spang-Chalfant Supervisor's Association, Ambridge, Pa. Simultaneously, the Dravo Corporation players, under the direction of John Kovach, presented a playlet “Making the New Employee Safety Conscious.” J. C. Neff, president, Dravo Supervisor's Club, Pittsburgh, Pa., served as chairman.

FOURTH ANNUAL INDUSTRIAL MANAGEMENT CONFERENCE—Four hundred management men attended this all day conference which featured speeches, workshops and a safety play.



David W. Vandervort, president of the Affiliated Clubs, introduced NAF President Edward O. Seits, who spoke briefly.

Serving as general chairman of the conference was Clayton D. Kuester, National Tube Division of United States Steel Corporation.

The invocation was delivered by the Rev. Vernon F. Gallagher, C.S.Sp., president of Duquesne University.

Present for the conference were Frank Schaeffer, National Tube Division, United States Steel Corporation, past president of the NAF, and William G. White, Blaw-Knox Equipment Division of Blaw-Knox Company, NAF Zone D vice-president.

John C. Smith

THREE NAF CLUBS CONDUCT JOINT NEW YORK MEETING

Watertown, N. Y.—Dr. Neal Bowman, staff speaker of the National Association of Manufacturers, recently addressed a joint meeting of the foremen's clubs of The New York Air Brake Co., the Bagley & Sewall Co. and the St. Regis Paper Co. He described the outlook of production as compared with the standard of living in America. Dr. Bowman was introduced by W. G. Beilby, director of Industrial Relations at the Air Brake company.

NAF Director Donald Moran, general manager of the St. Regis Paper Co., reviewed a recent directors' meeting.

A president's excellence award was presented to Francis E. Griffin, past president of The New York Air Brake club in recognition of his leadership during his term of office. Presentation was made by Norman George, NAF area manager.

New NAF Clubs

Clubs which have become affiliated with the National Association of Foremen from August 1, 1953 to April 1, 1954 are listed below. In the future, new clubs will be listed each month as they become members.

DRAYER-HANSON MANAGEMENT CLUB

Drayer-Hanson, Inc.
Los Angeles, California

CALIFORNIA CONTAINER MANAGEMENT CLUB OF LOS ANGELES

Container Corporation of America
Los Angeles, California

W.S.I. MANAGEMENT CLUB

Western Sky Industries
Hayward, California

EASTERN DIVISION SUPERVISORS' CLUB OF THE ALABAMA POWER COMPANY

Alabama Power Company
Anniston, Alabama

SOUTHERN DIVISION SUPERVISOR'S CLUB OF THE ALABAMA POWER COMPANY

Alabama Power Company
Montgomery, Alabama

BRANIFF AIRWAYS MANAGEMENT CLUB

Braniff Airways, Inc.
Dallas, Texas

CARBON FUEL COMPANY FOREMEN'S CLUB

Carbon, West Virginia

GIBSON REFRIGERATOR FOREMEN'S CLUB

Greenville, Michigan

CLARK FOREMEN'S CLUB OF BENTON HARBOR

Benton Harbor, Michigan

INLAND STEEL CONTAINER MANAGEMENT CLUB

Inland Steel Container Company
Chicago, Illinois

SOUTH BEND BAIT MANAGEMENT CLUB

South Bend, Indiana

HERMAN NELSON MANAGEMENT CLUB

Herman Nelson Division, American
Air Filter Co. Inc.
Moline, Illinois

BRANIFF TWIN-CITIES MANAGEMENT ASSOCIATION

Braniff Airways, Inc.
Minneapolis, Minnesota

(Continued on Page 30)

MANAGE May 1954



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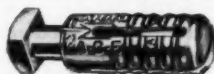
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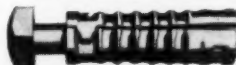
LAG SCREW EXPANSION SHIELD



A-C-E EXPANSION SHIELD



DOUBLE EXPANSION SHIELD



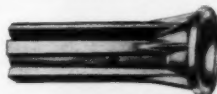
O-E EXPANSION SHIELD



MACHINE SCREW ANCHOR



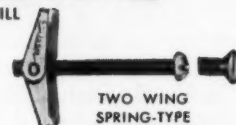
STUD BOLT ANCHOR



LEAD SCREW ANCHOR



MAL-LEAD BOLT ANCHOR



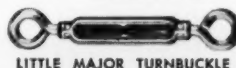
TWO WING
SPRING-TYPE
TOGGLE BOLT



SPRING HEAD
STEEL TOGGLE BOLT



RIVETED HEAD
TOGGLE BOLT



LITTLE MAJOR TURNBUCKLE



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Sixth Annual Bowling

TWO hundred and seventy nine teams competed for top honors at the NAF Sixth Annual National Bowling Tournament sponsored by the Magnavox Management Club of Ft. Wayne, Ind.

The Aero Jets of the Oliver Corp., Aviation Div., Battle Creek, Mich. claimed the first place and a prize of \$300 when approximately 1400 NAF bowlers got together at Ft. Wayne.

Highlighting the opening of the tournament was a brief talk and the rolling of the first ball by Edward O. Seits, NAF national president. Other NAF officials attending included Marion Kershner, national vice-president; Raymond Monsalvatge, senior area manager; John Soleau, national director, Detroit; and Byron Sites, national director from the sponsoring club. John Kinsella served as chairman of the opening ceremonies; Dean Hyman, club president, welcomed the group, and John Stage acted as tournament manager.

John Soleau accepted a special trophy for the Automotive Body Division of Chrysler Corp. (formerly Briggs) which sent the most teams—51. Trophy awarded to the team coming the greatest distance went to two teams from the Maytag Club of Newton, Ia.

Special prizes went to Edmund Steinke of South Bend, Indiana, who received a Magnavox television set and Melvin Hetzler of Toledo, Ohio, who was presented with a bowling ball.

Two Detroit men came within one point of each other in rolling the high single game of the tournament. Edward Ranke bowled a 266 while Arthur Hewitt chalked up a 265.



HUGE ARRAY OF TROPHIES

NAF PRESIDENT Edward O. Seits rolls the first ball, launching the Sixth Annual National Bowling Tournament.



NAF OFFICIALS are shown with two members of the sponsoring club. Left to right are: Marion Kershner, national vice-president; John Stage, tournament manager; Dean Hyman, club president; Byron Sites, national director from Magnavox; Raymond Monsalvatge, senior area manager; Edward O. Seits, NAF president; and John Soleau, national director, Detroit.

Final results were:

Pos.	Team	Company	Score
1.	Aero Jets	Oliver Corp., Battle Creek, Mich.	3175
2.	Power Steering	Bendix Prod., South Bend, Ind.	3129
3.	Alley Rats	Bendix Prod., South Bend, Ind.	3111
4.	Countersinks	Scully-Jones & Co., Chicago, Ill.	3107
5.	Fords	Eaton Mfg. Co., Battle Creek, Mich.	3102

Pos.	Team	Company	Score
1.	Conner Office	Briggs Outer Drive, Detroit, Mich.	2747
2.	All Stars	National Tube Div., Lorain, Ohio	2719
3.	Machine Shop	American Steel Lab., Hammond, Ind.	2677
4.	Countersinks	Scully-Jones & Co., Chicago, Ill.	2675
5.	Potent Potentials	A.B.D. Chrysler Corp., Detroit, Mich.	2674

MANAGE May 1954

ing Tournament



ARRAY OF TROPHIES AND PRIZES PRESENTED ARE PICTURED ABOVE.



THE PERFECT HOST—That was the title given Jay Batchelor, Key Lanes Alley Manager, and he was presented a plaque to prove it. Club President Dean Hyman (left) made the presentation.

In the NAF Annual National Telegraphic Bowling Tournament, 390 teams battled each other via telegram for the top 20 positions and the 20 National Telegraphic trophies. Sponsor of the event was the Magnavox Management Club of Ft. Wayne. Only team handicap events were entered and the handicap was 70 percent of the difference between the team's actual average and a 1020 scratch score.

Top five teams included:

Team	Company	City	Score
1. Rath Packing No. 4	Rath Packing Co.	Waterloo, Ia.	3279
2. Lofters	Convair	San Diego, Calif.	3212
3. Rath Packing No. 3	Rath Packing Co.	Waterloo, Ia.	3163
4. Accountants	Douglas Aircraft Co.	Tulsa, Okla.	3154
5. Chrysler A.B.D. No. 1	A.B.D. Chrysler Corp.	Evansville, Ind.	3150

INDIVIDUAL 3 GAME HANDICAP

Pos.	Team	Company	Score
1.	G. Broderick	Findlay, Ohio	708
2.	A. W. Mallory	South Bend, Ind.	699
3.	R. Radogaugh	Toledo, Ohio	698
4.	A. Hewitt	Detroit, Mich.	696
5.	E. Givinner	Toledo, Ohio	695

INDIVIDUAL 3 GAME ACTUAL

Pos.	Team	Company	Score
1.	E. Ranke	Detroit, Mich.	619
2.	M. Evansco	Lorain, Ohio	617
3.	J. Smith	Lorain, Ohio	611
4.	A. Fuze	South Bend, Ind.	610
5.	D. Rankey	Columbus, Ohio	607

MANAGE May 1954



TROPHY PRESENTATION—John Soleau, national director, Detroit, (left) accepts trophy from Dean Hyman, club president, for the Automotive Body Division of Chrysler Corp. Trophy was awarded to company sending the most teams.



KEEPING COOL IN THE WARMEST SURROUNDINGS
—Frostie, the Mitchell snowman, is pictured with "Miss Jet Cooling" at a sales meeting of the Mitchell Manufacturing Company.



FOREMEN'S CLUB OF TOLEDO HOLDS "TOP MANAGEMENT NIGHT"—Nearly 1,000 members of the Toledo NAF city club turned out to honor affiliated company executives on February 17. Some of the top management guests are shown above. Seated, left to right: John Jones, works manager, Spicer division, Dana Corp.; William A. Delger, vice-president, DeVilbiss Co.; F. P. Hodgkinson, vice-president, Martin-Parry Corp.; Joseph H. Nuffer, president, Air-Way Electric Appliance Co. (president, Toledo Chamber of Commerce); Cyril Greenhill, president, Acklin Stamping Co.; Thurman Sensing (speaker); Byron Fay, vice-president, Electric Auto-Lite Co.; Harris McIntosh, president, Toledo Scale Co.; and Frank Adams, president, Surface Combustion Co. Standing, left to right: Donald E. Barr, assistant district manager, Ohio Fuel Gas Co.; William S. McConnor, general superintendent, The Pure Oil Co., Toledo refinery; Norman J. Kirk, vice-president, E. W. Bliss Co. (NAF Director); Wayne Kakela, executive manager, Toledo chamber of commerce; Ivan L. Peterson, plant manager, Standard Oil Co. (Ohio), Toledo refinery; Rolland Mueller, 2nd vice-president, Foremen's Club of Toledo; Robert C. Schwyn, factory manager, Libbey Glass division of Owens-Illinois Glass Co.; C. E. Edwardson, plant manager, Surface Combustion Co. (member of Toledo NAF club's advisory committee); John E. Martin, president, Dana Corp.; Harry H. Kerr, vice-president, Toledo Edison Co., and F. A. Black, president, Foremen's Club of Toledo.



AERODEX MANAGEMENT CLUB MEMBERS are shown in their own private air-conditioned dining room at their air base in Miami, Fla. The group has held 230 daily, informal lunch-time gatherings during the past year. Project was realized by the backing and active participating of Raymond Tonks, executive vice-president and general manager of Aerodex, who recognized need to bring management closer.



"SAFETY NIGHT" AT WHITE MOTOR MANAGEMENT CLUB—Assistant Safety Engineer Ora Foxall shows a safety shoe to John Ivancic, program chairman; H. G. J. Hays, general manager of the Ohio Safety Council and technical consultant of the Greater Cleveland Safety Council; and W. G. Beck, standards engineer.



BRANIFF AIRWAYS MANAGEMENT CLUB RECEIVES CHARTER—Club President Fred Beisecker displays NAF charter for Treasurer Horace Bolding, vice-president A. J. Brough and Membership Chairman John Sullivan at the Dallas, Texas meeting. Looking on are NAF Director W. E. Magnuson of the Convair Management Club, Ft. Worth, Texas, who made the presentation, and NAF Vice-President Gordon Parkinson of the Kansas City TWA Management Club.



GENERAL ELECTRIC'S HOUSE OF MAGIC SHOW ATTRACTS 1200—The Oliver Management Club of Springfield, Ohio, served as host for the show staged by G. E. lecturers Frank O'Keefe and William LeComte. Program, which was attended by Springfield Foremen's Club, families, and civic and industrial leaders, was under direction of Lloyd Johnson, program committee chairman, and C. C. Roof, entertainment chairman.



NAF CHAMPIONS—These Grayson Administrative Conference representatives walked off with the honors in the recent Zone "A" Bowling Championship sponsored by the NAF, and covering the entire Pacific Coast area. The champions, left to right, are: Everett Barton, John Cuccia, Harry Ryman, Frank Miller and George Anderson.



NAF CHARTER PRESENTED AT ST. PAUL, MINN.—Shown at the charter meeting of the Braniff Airways' Twin Cities Management Association are L. I. McKenzie, secretary-treasurer; Vincent J. Linn, NAF area representative; T. Z. Ennis, chairman; L. L. Cunningham, Milwaukee, the principal speaker; John Homyak, vice-chairman; and Vernon J. Unger, Fond du Lac, Wis., NAF director who presented the charter.

SECOND REGIONAL MANAGEMENT CONFERENCE

Syracuse, N. Y.—One of the highest national honors for citizenship—the LaFayette Leadership Baton—was awarded to NAF President Edward O. Seits at the Second Regional Management Conference here.

The LaFayette Baton award was established by the Sons of the American Revolution to honor persons outstanding in creative citizenship. It was dedicated at the tomb of LaFayette in Paris on July 4, 1953 by Roy O. Edwards, President General of SAR. The wood of the baton is from the oak roof beam of Washington's Headquarters at Newburgh, N. Y., which, at one time, sheltered LaFayette. It is embellished by U. S. silver dollars, minted in 1900, to commemorate the erection of the statue honoring LaFayette. The baton is used as a symbol of service. It represents the unselfish service rendered to our nation and the world by General LaFayette.

Tapping Mr. Seits with the baton was Colyer Snyder, committee chairman of the Newburgh, N. Y. chapter of SAR. Others participating in the ceremony were Frank C. Love, local president of the SAR, who spoke for the Constitution; Gwynn Thomas, commander of Post 41 of the American Legion, who spoke for the Declaration of Independence; and James H. Merritt, past New York State Chef de Gare of the Forty and Eight and past commander of Post 41, who spoke for the Bill of Rights.

Colyer Snyder, who is a nationally known news commentator, author and management consul-

PRESIDENT IS TAPPED—Being tapped with the LaFayette Leadership Baton by Colyer Snyder, is NAF President Edward O. Seits. Looking on are members of the American Legion Post 41, Syracuse, N. Y.

tant, also served as guest speaker for the conference, which was co-sponsored by the Syracuse Management Club and the Manufacturers Association of Syracuse. His subject was "Strife Savers—Builders of Unity."

"Economic Democracy—A Challenge to Management" was the topic of the Rev. R. M. McKeon, S. J., LeMoyne College.

Seven workshops and panel discussions were conducted during the afternoon sessions. Topics and leaders were as follows: **Work Simplification**—Ben S. Graham, Director of Methods and Research, The Standard Register Company; **The Quality Control Job**—R. S. Saddoris, Director of Quality Control, A. O. Smith Corp.; **Barnyard Economics**—W. S. Johnston, Supervisor of Training, Armco Steel Corp.; **Applying Modern Machines**—H. L. Johnson, Field Engineer, Davis Boring Tool Division, Giddings and Lewis Machine Tool Co.; **Cost Control—A Tool of Supervision**—Worth Probst, Assistant Comptroller, Carrier Corp.; **Latest Technological Developments in Modern Industry**—Dr. H. B. Osborn, Technical Director, The Tocco Division, The Ohio Crank-shaft Co.; **Material Handling, Equipment — Methods — Efficiency**—T. W. Flynn, Executive Vice-President, Acme Fast Freight, Inc.; A. K. Strong, Material Handling Manager, Chemical Construction Corp.; and G. A. Smith, National Presi-

dent, American Material Handling Society.

Welcoming the more than 500 industrial management people to the conference were Charles McKeone, general chairman, and William Egan, president, Syracuse Management Club.

Speaking briefly at the banquet program was John H. Walsh, program chairman. The invocation was given by the Rev. Frank H. Shimer.

William Bushong

KANSAS CITY TWA CLUB SPONSORS TRIP TO EUROPE

Kansas City, Mo.—The Kansas City TWA Management club is sponsoring an essay contest for members' children which will have as the prize a one-month, all-expenses-paid tour of Europe. Sons and daughters between 14 and 18 years of age of any current member of the club are eligible to enter the contest with an essay on "Why I Would Like to Fly to Europe." Winners of the essay contest will be given short tests on TWA history in order to decide the final winner of the free trip to Europe.

The contest winner will spend approximately ten days each in Paris, Geneva and Rome, with a stop in Shannon en route. The club will provide transportation, board, room and pocket money for the contest winner.

MANAGE May 1954

The Ladies Will Love Cincinnati

By Pat Hazen

IF you ask the ladies who are planning the activities for the fair sex at the 31st annual NAF convention in Cincinnati, you'll learn that they still have the final plans under their perky spring bonnets.

But tentative plans are out in the open—for what woman can keep anything as exciting as a convention a secret.

Gossip has it that although there will be many planned activities—there still will be lots of time left for shopping in Cincinnati's department stores and exclusive dress shops and shoe salons. (Better start dropping coins in your piggy banks now.) Visitors will be given "marked maps" giving directions.

Registration will be first on the agenda on Wednesday, September 22, from 9 to 11 a.m. at the Sheraton Gibson Hotel. Coffee will be served and there'll be a chance to re-new old acquaintances and make new friends. That afternoon the women will have an opportunity to see floral arrangements in the making. Rumor has it that the flowers will be given as prizes.

The dearest thing to a woman's heart—a style show—will be the highlight of Thursday's schedule, with a luncheon preceding it. They're both at the Sinton Hotel. There'll be lots of special prizes and gifts for everyone.

Events for Friday include a tour of the Cincinnati Art Museum, which contains the paintings of Gainsborough, Titian, Franz Hals, Rembrandt, in addition to the best collection of paintings by Cincinnati's own Frank Duveneck; the famous Rookwood Pottery, where

pottery and porcelains may be purchased after the tour; and the Krohn Conservatory at Eden Park where there's an unusual display of beautiful flowers and plants.

September is an ideal month for a vacation and within an hour's drive from Cincinnati you'll find yourself in the heart of the blue-grass section of beautiful Kentucky—land of the mint julep, country-cured ham and the original Kentucky Colonels. Well kept race horse farms add much to the scenic beauty of the state.

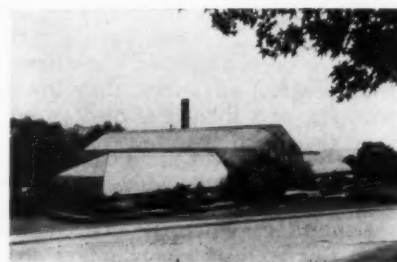
All of the planned activities combined with theatres, dining and dancing will make the ladies remember the 1954 convention for a long time.



Rookwood Pottery



Art Museum



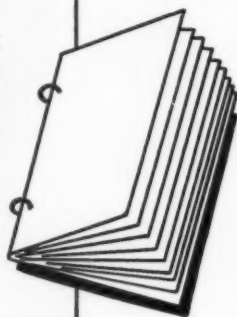
Krohn Conservatory



PLANNING THE LADIES' ACTIVITIES for the national convention with NAF Staff Secretary Jean Adams (left) are three committee members—Mrs. Edward L. Baker, Mrs. Charles Jenkins Jr., and Mrs. Rodney Huber.

BUSINESS NOTEBOOK

by William M. Freeman



JUST IN CASE you'd like to hire some workers at \$6 a year, here is news: The Tennessee Valley Authority is using tiny electrical relays—they pull switches, turn valves, even call for help if something goes wrong—to replace men (who cost quite a bit more) in some parts of its sprawling system.

The tiny robots, called Lilliputians by TVA engineers, will save more than \$500,000 a year when the present substitution-for-men program is completed next year, according to TVA planners. In addition to salary savings, the robots will need no control rooms, offices, kitchens, wash-rooms, locker rooms or other facilities.

The bright spot in all this for labor is that, far from putting men out of work, the TVA has been growing so fast that the workers displaced all have been absorbed elsewhere. This has always been the case with technological advances; they are opposed at first because they displace workers, and then it is discovered that they actually create more work than they take away.

SAVINGS

Sometimes, when the man at the other end of the bar is talking about how this country's consumers don't own their cars, or their homes, or their refrigerators, or their television machines, he tends to go on at some length about how overexpansion of credit is a Frankenstein monster that will destroy us.

This is the fact: What is owed by us is more than balanced by what is owed to us. We have in the 528 mutual savings banks of the country some \$24,577,000,000, a brand new record. That is the amount the people of the country have put away against future need. It does not include, of course, demand deposits in personal checking accounts, nor corporate holdings, nor security investments, nor any other type of stored-up labor ready to be converted into goods.

But the man is right—for the opposite reason. It is this very solvency of ours, this vast holding of wealth, that is part of the reason for the downturn in industrial production that seems now to be levelling off. The rising savings represent money that is *not* being spent for consumer goods. It is being used, instead, in the form of loans to industry to permit expansion of capacity, among other things. None of this can mean anything unless the consumer does some buying.

All of which suggests that there can be too much of a good thing—even prudence.

OLYMPICS

When this country's Olympic contestants set out for Melbourne in 1956 they will be live advertisements for this country's apparel industries and for this nation's way of life. Representatives of the apparel and related fields are holding a series of meetings to work out details for clothing the entire 1956 United States Olympic team. The 400 or so athletes and their coaches, trainers, medical and administrative staffs

will get not only every type of garment, accessory and personal item but luggage, toilet goods and the like. In 1952 the Olympic committee spent \$50,000 to clothe the teams. The present effort will put an end to last-minute appeals for funds, as in 1952. It will kill any attempt at commercialization, since the project is industry-wide, rather than the gift of any one company, and will make the American athletes a living promotion for America.

IN BUSINESS

The energetic Japanese, out of favor in their dealings with Americans until recently, have set up the Japan Trade Center, sponsored by their government, in New York. The office, which opened on March 1, is designed to spur trade between the two one-time enemy nations. It won't take part in any business activity itself, but will act as an intermediary between individual traders. (Don't write in for the address. Here it is: Jiro Hittoh, executive director, Japan Trade Center, 393 Fifth Avenue, New York 16).

CARS

Does anyone recall the old-fashioned automobile, the runabout of fifteen or twenty years ago, that could be bought for perhaps \$450 or \$500? It had fenders that could be replaced easily, instead of the present type, which involves replacing the whole body if the fender is ripped open. It supplied transportation and it offered a measure of comfort, which is just about what the present-day car supplies. It had good spotless fenders, whereas the modern car's chrome trim is giving way to rust spots, now that the alloy rarely has the nickel content for which its diet calls.

Putting nostalgia firmly to one side, here is how to get one of those wonderful cars, and for not much more, either. All you need to do is pick up one in London. It's made by the Ford Motor Company, Ltd., it's called the Popular, and it sells for \$770. (If you happen to be a British subject you have to pay the purchase tax, which makes the cost \$1,290.) Present output is 250

MANAGE May 1954

units a day. The car is small, conservative and economical, but, like our own cars of not so long ago, it supplies the essentials of transportation and comfort, and it costs a sight less. The reason for the price favoritism for Americans is the urgent British need for dollars.

There is a lesson here for the American automobile industry. If the manufacturers hope to sell the 5,000,000-plus cars in 1954 that they are shooting for, the job can be done by means of lower-priced units. This would tap the great mass of potential riders who eye the beautiful cars in the \$2,200-and-up class and then buy a good used car. These are the men and women who would buy the Ford Popular if it were made here instead of there and if Ford made enough of them to keep up with the demand.

There is no doubt that Ford is seeking more volume. The auto giant is engaged in a battle with Chevrolet for leadership of the low-priced field in this country. Last year, preparing for the battle, Ford increased its share of the domestic passenger car market to 24.9 per cent from 22.8 per cent in 1952.

BOP

Do you have trouble with business letters? Not writing good ones, that is, but understanding the ones you get? Take heart. Here's one an employee sent to the credit union of a west coast company:

"Dear Sirs:

"I am enclosing the frantic forms I filled out for to join your real cool group along with \$.25 application fee. I was penniless and nowhere at the time and could not complete the session. However, since my inheritance has finally showed, it is the most, and I can dig this minor expense.

"Unfortunately, I may be a square, but I am unable to realize the crazy mixed-up signature of the cat who waited upon me—all I am able to tune you in on is that it was a male. If it is possible for somehead in your pad to dig it, I would appreciate his going the down-beat to my application and deductions for the mentioned amount to start the soonest. If this can be done it will be the greatest

and thank you for your real nervous efforts."

The letter at first was thought to be in code, and the company's security people investigated. Do your problems in understanding the letters you get seem a little easier now?

IDEAS

The biggest man in America, the one everybody is watching and waiting for, is—the man with a new idea. He might not be making much money, he might even be regarded as harmless and a crank, but he is the possessor of a power greater than that of the greatest captain of industry.

The nature of big business is such that it depends on mass production, the endless chain or assembly line that turns out the same goods over and over at the lowest possible price. The man with the new idea that has the power to scrap an assembly line is the country's hope, for new ideas and new products are the country's whole life.

The big producers can make all we need, but mass production leads to sameness and eventually to saturation. We have never reached the point at which every house was alike, with the same rug on the living room floor and the same television receiver and refrigerator.

What stopped such a catastrophe was the idea man, the inventor of the variant, the deviser of something different. The artists, the designers, the thinkers hold the future, because they are the dreamers of ideas.

And anyone can have an idea.

CLUB RUN BY CLIQUE

Word has been received that the Board of Directors of your club is run by a clique. Upon investigation we find that the statement is true. Furthermore we find that the clique is composed of faithful members who are present at every meeting, who accept appointments to committees, who give willingly of their time, energies and efforts, and who sincerely believe that the more one puts into his club, the more he will get out of it. There is no question that the enthusiasm, responsibility and efforts of these members are of inestimable value to your club. And we would, therefore, suggest that you join this clique. It is not a difficult matter to do so—in fact, it is very easy. Begin by attending meetings regularly; take a more lively interest in club activities; make helpful, constructive suggestions, and accept responsibilities to serve on committees. Show a continual interest in all affairs pertaining to your club. Before you realize it, you will become a member of the clique and you would be surprised to know how anxious they are to have you. (Adapted from writings of A. Stanley Ezekiel.)

Will You Be Ready When The Manpower Squeeze Begins?

Right now, there are more than enough jobs to go 'round. And a lot of men, even though they do not necessarily have the supervisory leadership qualifications, are being promoted to positions they would not normally have. But soon the manpower squeeze will begin. Then, with more people than jobs, the competition will really get tough. When that time comes, will you be ready for the limited number of "better" jobs that will be available?

How to gain the "know how" so essential to personal progress is detailed in the brochure, "Getting Ahead In Industry." It tells how YOU can fit yourself for those important positions, how YOU can rise out of the pack of also-rans. Write for your free copy today. Address me personally.

Louis S. Vosburgh, President

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How would YOU have solved this?

NOTE: In order to be considered for cash awards and the certificates of special citation, all solutions to the "How Would You Have Solved This" supervisory problem must be postmarked not later than May 28, 1954. Address your solutions of no more than 500 words to Editor, **MANAGE**, 321 W. First Street, Dayton 2, Ohio.

HERE IS THE SUPERVISORY PROBLEM FOR MAY

Bob Nixon is the hourly rated payroll supervisor at the Elgat Manufacturing Company in a large city. Within his department there are ten comptometer operators.

Due to a slight decline in business, Bob is required to dismiss one of the women in his department.

There are two women whom he feels he must decide between. Both are well liked by their fellow employees. One is a pretty young thing who is not too efficient—Joan Jones. The other possibility is a competent older woman—Elsa Todman—who has 18 months of employment before she will be qualified to benefit under the company's pension plan. However, she has not been in good health and has compiled an impressive list of absences, late arrivals, and incompleting working days.

If you were the supervisor, Bob Nixon, which comptometer operator would you dismiss—Joan or Elsa? How would you solve this problem?

HERE WAS THE SUPERVISORY PROBLEM FOR APRIL

This situation revolves around George Jones and Dick Brown. George is the general foreman and Dick is his assistant. Their department is devoted to the final assembly of the firm's principal product.

Both are recent appointees to their respective positions. George has always been rather reserved and sometimes

difficult to talk with. He is also a person who is not easily deterred once he has decided upon a particular plan of action.

Recently, the engineering department initiated a minor research project, using the facilities in George's department. George has become interested in the project and has been devoting virtually all of his time to it. Consequently, the routine department affairs have been neglected.

Dick has suddenly realized that the burden of the entire department is slowly but surely being placed on his shoulders. Although he is capable of handling the work, George has not given him the necessary authority. And, routine affairs must be accomplished or the operating efficiency of the department will be jeopardized.

However, Dick fears that if the present condition is permitted to continue George will (1) feel that Dick is attempting to usurp his position or (2) their superior will realize that George is not directing his efforts in the right direction and will act accordingly.

Would you sit back and let George "hang himself?" Continue to operate as best you could? Corner George and try to explain what he is doing wrong? How would you solve this problem?

APRIL WINNERS

Following are the best "solutions" to the supervisory problem of the April issue. The persons who wrote them have received checks for \$10.00 each and a handsome two-color Merit Award certificate for framing.

MAN TO MAN

By James L. Pirtle, Hughes Aircraft Co., Culver City, California

George Jones, through his interest in

the engineering department's research project, has evidently forgotten the duties of his new appointment. To George, perhaps this is not evident, and since Dick is fully aware of the situation, the proper solution is the direct approach.

If Dick is afraid of this method, he should remember the attributes of all foremen, that they should keep an open mind and maintain a broad and balanced outlook. That, if George is any believer in the code of ethics, he will be receptive to any constructive criticism Dick might offer. He should also remember success comes from team work, and as George's partner, it's up to him to lead George back to routine department affairs which he has neglected.

Dick should plan a meeting with George with emphasis on the proper time to approach him since he is quite reserved and rather difficult to talk with. He must be sure of every criticism he makes, with positive proof, which will leave no doubt in George's mind as to what is wrong. Dick should state the fact that he is handling problems without authority and that it is difficult, in some situations, to fulfill these necessities without the proper authority, contained in the position George possesses. That carrying the entire burden denies him the much needed time to assist personnel and create new assembly methods which affect efficiency.

This meeting will solve the two-fold fear that exists with Dick. It will prove to George that he is not attempting to seize his position, and will make George aware of the fact that their superior might be conscious of the situation, and will permit George to correct the condition in time to prevent discipline.

Dick's direct approach to his superior could save a present and future asset to his company, rather than just create an unpardonable situation of just another man "hanged."

Don't Let Supervisor "Hang" Himself

By Robert L. Hobson, Tulsa, Oklahoma Management Club

Before a problem can be solved, a person has to know what the problem is. In this case, the problem as described is not yet one of decreased production or of lowered efficiency. It is in Dick himself. The problem is Dick's concern or anxiety about what may happen.

Dick should be complimented on anticipating a problem. Such anticipation is one of the marks of a competent supervisor. On the other hand, it should be emphasized that Dick must

MANAGE May 1954

get over his uncertainty and concern, and must be confident that he knows what he is doing and is doing the right thing. Otherwise, Dick will create the problems himself.

Dick should do none of the things suggested in the description of the problem. Letting anyone "hang himself" is in the long run detrimental to a company and to the individuals in it. A sound company capitalizes on the strengths of individuals and backs them up at their weak points. The only way a company can do this, however, is if the individuals in the company do it. The ultimate outcome of letting people "hang" themselves is a company in which everyone is out for himself and suspicious of everyone else.

Dick also should not "continue to operate" as best he can as things stand. He has identified a problem, and to let it ride will leave him less happy and efficient. The ultimate outcome of "letting things ride" is a company in which no one does anything constructive.

There is danger in Dick cornering George and trying to explain what he is doing wrong. George is described as reserved, difficult to talk with, and not easily deterred from a course of action. Such a person is unlikely to accept, graciously and without reprisal, advice from a subordinate, particularly from a subordinate to whom he has not given enough authority. Or, if by an outside chance, Dick did get through George's crust, and convince him he was wrong, George would likely become a less effective person. The ultimate outcome of always telling others where they are wrong is a company in which people are paying more attention to what others should do than to what they themselves should do.

What Dick should do is calmly accept the departmental operation the way it is being placed on his shoulders. He should recognize the value of research, even minor projects, and support George however he can. When Dick runs into problems that require more authority than he has, he should think through to, and prepare for, the solution. Then he should go to George, explain the problem briefly, tell simply how he wants to solve it, and ask for a signature or other authorization. If George is genuinely interested in the research problem, and finds such interruptions annoying, he will sooner or later indicate that Dick should go ahead on his own. At this time, Dick can point out that he needs further specific authority to do so, and he will probably get it. On the other hand, if George is only temporarily enamored with the research, or if he feels Dick isn't big enough for the job yet, he will recognize the true situation, and get back on the track with his major job.

This approach will help Dick grow in management stature. It will protect George so that he can move on up, or move into research, or so that he can reassume his duties as general foreman.

Grant More Authority

By Joseph J. Hall, National Distillers Products Corp., Louisville Div., Louisville, Ky.

The answer more or less revolves around the fact that both George and Dick are recent appointees but evident-

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ly neither have been properly briefed in their respective duties and responsibilities or how to co-ordinate more efficiently just what the scope of "assistant" entails.

I believe both men are earnestly trying to fulfill their trusts. Since their department is more or less the "key" point in processing the product, any or all new ideas by the engineering department must be tested or tried since we all "progress through change." George is seemingly "all for it" but failed to realize that in entrusting the department to Dick's very capable hands he must also at the same time transfer his authority to enable Dick to carry on during the time he is engaged in working with the engineering department. He should announce to all concerned that Dick has full charge and authority to act in his behalf.

Dick's fears should not center around the fact that he would appear to be trying to usurp George's job, since actually as an assistant he is required to "take over" at any time during George's absence or sickness; or the fear that their superior will think that George is not directing his efforts in the right direction; he most certainly is doing what any good executive would expect him to do: progress through change.

However, the one fault that George appears to have is that he should not try to carry all the burden of both running the department and co-operating with the engineering department but should, for the present anyway, give all his efforts to the task being

tried in the research section and let Dick know he "is on his own" in running the department since such is the procedure management would think was being carried out.

In the event that George is actually afraid to turn all of his duties over to Dick because he may be the better man (so he might think) then I believe Dick should "corner" George and explain that that is not the case and that he is only requesting fuller authority so that the department will continue in the most efficient manner and that George's assistance to the research work at hand will more and more convey to top management that they are both running their section in the highest form of efficiency.

HONORABLE MENTION—E. E. Bitner, Aladdin Industries, Inc., Nashville, Tenn.; Cosimo L. Cataldi, North American Aviation, Inc., Los Angeles, Calif.; F. D. DeMartino, Lockheed Aircraft Service International, Inc., Jamaica, N. Y.; William M. Fautz, Cannon Electric Co., Los Angeles, Calif.; Harry H. Gansz, Douglas Aircraft Co., Tulsa, Okla.; Robert M. Harr, Hughes Aircraft Co., Los Angeles, Calif.; William K. Hollis, Aladdin Industries, Inc., Nashville, Tenn.; Thomas E. James, Lockheed Aircraft Corporation, Marietta, Ga.; Allen Kerry, El Monte, Calif.; William S. Rakos, Inland Steel Co., Indiana Harbor Works, East Chicago, Ind.; Robert J. Ropes, Delco Radio Division, General Motors Division, Kokomo, Ind.

HELP FOR THE ALCOHOLIC WORKER

(Continued from Page 9)

emotional difficulty to a certain extent when he was at work. But after a year of increased responsibility, John, who had always been a moderate drinker, began increasing his consumption. One weekend, a year after becoming foreman, he went on his first binge. Six months later, he went on another. The third one came four months after the second. About this time, he began sneaking drinks at lunch. Two years after being appointed foreman, John's absenteeism began increasing. One day, he came to work drunk. It was then that his company sent him to us. He was now a confirmed problem drinker.

Alcoholism, then, might be termed an uncontrolled and uncontrollable reaction to unknown and unfaced fears. Many alcoholics are still fighting, as adults, the battles of adolescence and using adolescent tools—fantasy, fear, and denial of reality.

Present methods of rehabilitating alcoholics like John Smith depend on therapy which strives to make him learn new ways of handling his problems. The goal of therapy is twofold: to make the patient aware of his problems, and to change his attitude toward those he's already aware of. In other words, therapy is a process of realigning emotional forces. If successful, therapy enables the patient to face the fears and threats of the past.

A major reason it is so hard for the average person to consider himself prey to the same emotional factors that swallow up the alcoholic is because the average person sees the Skid Row derelict as a symbol of all alcoholics. Actually, problem drinkers like John Smith, not chronic alcoholics, are causing the annual loss of \$1.4 billion and 60 million man-days to industry.

A problem drinker may be defined as a person whose intake of alcohol repeatedly interferes with his health and materially reduces the efficiency and dependability of his work. As yet, though he may have been fired because of his drinking habits, his social and economic status haven't changed

materially. The chronic alcoholic, on the other hand, has begun the slide down the social scale.

Many so-called "normal" drinkers may, at times, take as much liquor, or may drink as often, as some problem drinkers. What identifies the problem drinker is a pattern of excessive drinking which continues over a long period of time. In other words, a worker who gets drunk during a weekend and doesn't report for work on Monday is not necessarily a problem drinker. Only as the binges are repeated during a period of several months are they indicative of alcoholism.

If the problem drinker is a piece worker, his output doesn't become normal for many hours after returning to the job. Inevitably, the problem drinker's job-skill suffers, and as the amount of drinking in-

a sick person, who can be rehabilitated.

Until a comparatively few years ago, little proof could be cited for the statement that the problem drinker in industry can be restored to usefulness. But, since World War II, such firms as Allis Chalmers Manufacturing Co., E. I. DuPont de Nemours & Co., Inc., Consolidated Edison Co. of New York City, and Eastman Kodak Co., have made notable progress in reducing production losses, absenteeism, and accidents due to alcoholism.

The program at Allis Chalmers began in 1949, when a survey showed that 10 per cent of all discipline cases were the result of alcoholism. Ten thousand man-hours were gained the first year the rehabilitation program for alcoholic workers was in operation. The money savings to the workers involved has been in excess of \$20,000 a year. The absenteeism rate among these workers has fallen from eight per cent to less than three per cent, which is below the plant average.

The Allis Chalmers program involved sending alcoholic employees to plant psychologists and other specialists already on the payroll. Consolidated Edison of New York made arrangements with a local psychiatric clinic to treat 51 workers. More than 80 per cent have responded favorably to this treatment. The remainder, who lacked the necessary motivation, were either pensioned or discharged.

Companies in the Chicago area have been sending their alcoholic workers to Portal House for the past two years. A majority of the patients treated during this period have been helped—that is, they have stopped drinking for a period of time considered as indicative of improvement in their condition. It cannot be said that these alcoholics have been cured, because at present, there is no such thing as a cure for alcoholism.

Recognition that treatment of alcoholism involves no magic pills, that instead, it is a long, hard job which isn't effective in a certain percentage of cases and never may be considered permanent, is an im-

(Continued on Page 30)

STRICTLY BUSINESS

by McFeatters



"She's terrific . . . efficient . . . encyclopedic memory . . . practically runs the business . . . how'd you like to trade that dumb blonde secretary of yours for her?"

creases, so does the number of his rejections and mistakes.

Problem drinkers give themselves away by a fondness for talking about their binges, and a desire to take to the bottle at the slightest provocation. The employee who is always thinking up occasions to "celebrate" with his co-workers bears watching.

The first important step in helping the alcoholic in industry involves an understanding on management's part that alcoholism is an illness, and that the alcoholic is

WESTERN REPORT

BY BILL BARTON

Los Angeles—There are more figurers than there are things to figure. This is not an observation gleaned from a convention of male beachcombers entertained by a lone female mostly out of a Bikini bathing suit. It's from R. E. Boyden, Clary Multiplier Corp. chief engineer, who said here that the electronic computer industry may be growing up too fast. He explained that there are over 100 manufacturers of these electronic brains today against a bare handful of developers 10 years ago. "We'll have to return to developing computers for real needs instead of looking for needs for the computers," Boyden said in explanation of why his firm has curtailed its activities in the field. The blame? Well, he asserted: "Fifty or more computer firms blossomed overnight with government support, and, without a need for them. A lot of people who bought them got stuck and their computers are just sitting around" . . .

Then Randolph Van Nostrand, Merchants and Manufacturers association public relations director, told students that push-button factories won't put people out of work anymore than did the invention of the wheel, the steam engine or the electric motor. He sees the substitution of electronic for human brains in routine tasks. "It will lead to automatic factories," he said, "with finished products spewed out untouched by human hands." New jobs created will be at higher skill levels and will require greater education. "Employees in business offices as well as factories will have to be machine operators and the machines will be automatic electronic devices," according to Van Nostrand.

At Ontario, near here, there is automatic production at the plant where all General Electric irons

are produced. Irons have been the plant's only product since its founding in 1903, except for World War II when production was switched to parachute racks. And since World War II the plant has gone all out for automation with production increasing "appreciably," according to Works Manager Bill Batchelor. Employment is about the same as it was in 1946, with the plant's workers earning about \$5,000,000 a year. It's said that as mechanization increased there was less subcontracting of parts. Workers who would have been displaced by mechanization now play the role of subcontractor in the central plant. Batchelor said employees resented super machines until it was shown that automation fills mostly unskilled jobs. Most displaced workers were trained for skilled jobs carrying a higher pay scale. He also said automation has increased plant space. In 1946 the place was crowded and there was talk of expanding the floor area, but, now, according to Batchelor, there is more space than before the war—and production has increased. . .

What the city thinks of its chances for solving the traffic problem was shown in selection of Bob Hope to cut the ribbon opening a new Hollywood freeway . . . Jack Benny eliminated himself as ribbon-cutter. The "free" in freeway scared him. . .

There was political rumor after a visit here by Gov. John S. Fine of Pennsylvania. He is said to have held a secret session with important Republicans and touted California's Goodwin J. Knight for the presidency in 1956. This is seen as a decided blow to hopes of another Californian, Richard Nixon. All, of course, is predicated on a belief Eisenhower won't want a second term. . .

Los Angeles is the birthplace of the kitchen garbage grinder and leads the nation in per capita installations—40 per each 1000 persons. Latest device of Kitchen Engineering, Inc.—the Kitchen Pig—chops, grinds and shreds. . .

An eight-year expansion and modernization program by Bethlehem Pacific Coast Steel Corp.'s Los Angeles plant raised production capacity from 117,000 ingot tons a year to 400,000 . . . H. C. McClellan, president of the National Association of Manufacturers, said here: "Every member of business should sit back and have a good look at himself from the employees' side of the table, and then he would realize that true statesmanship in the front office is a must for successful operation" . . . Business leaders in the 11 Western states claim business in the second quarter of 1954 "will be just as good" as during the same period a year ago. Prudential Insurance Co.'s western home office reports that 52 per cent of those polled in California and Arizona expect business to be even better than a year ago, while 10 per cent expect it to continue unchanged. In Oregon and Washington the percentages were 54 per cent and 8 per cent. Intermountain area of Nevada, Idaho and Utah leaders were more pessimistic, with 15 per cent anticipating an improvement and another 15 per cent expecting an unchanged condition. . .

The State Employment Department has predicted 510,000 Californians will pocket an additional \$18,000,000 through legislative passage of an increase in unemployment insurance benefits. . . San Pedro remains the greatest fishing port in the United States with reports showing 164,000 tons of edible fish valued at \$32,800,000 landed at San Pedro last year. . . Draw poker

(Continued on Page 30)

WESTERN REPORT

(Continued from Page 29)

is a big worry in Gardena, just outside L. A. The game is legal under California law, which is more than you can say for stud, and Gardena has been a haven for those who might be tempted to go for an inside straight. Six poker parlors are a \$4,000,000-a-year business, with the city getting a rakeoff. Trouble now is, however, that some Gardena citizens are backing a campaign for a new deal in the city commission that would discard the game and its revenue. . . More serious is a plan by Occidental College professors to study the "tribal customs" of the people in Hollywood. Could lead to total misanthropy.

HELP FOR THE ALCOHOLIC WORKER

(Continued from Page 28)

portant factor in management's understanding of the problem. Management should also realize that the alcoholic must want to recover before anyone can help him. A physician, counselor, or friends can only advise the problem drinker regarding the cause of his illness. He must learn to face life alone, without alcohol as a crutch. If the alcoholic refuses to try giving up the bottle, outside agencies can do nothing for him.

Fortunately, most alcoholics take heart once they see positive evidence that a fellow-sufferer has benefited from treatment. This point is the heart of most alcoholic rehabilitation programs in industry. The first problem drinkers to be helped usually encourage others to try.

Calling in an outside agency is the best way for most companies to cope with the alcoholic problem, since the trained personnel necessary for such work is usually lacking on their payrolls. The essential steps in setting up such a program are:

1. Responsible company executives call in outside agencies to supply educational material and answer questions for management. Management acknowledges that problem drinking must be dealt

with in the company and assigns responsibility for carrying out the program to a department or an individual.

2. Supervisory personnel receive short lectures explaining the problem and the need for treating the alcoholic. Their help is enlisted in locating patients.
3. As patients are located, treatment is provided for them. And, as these patients improve, their success is described, directly or indirectly, to other problem drinkers in the plant who feel they can't shake off their addiction.
4. As the backlog of successful treatment grows, education of the entire work force proceeds through lectures, pay envelope stuffers, posters, and motion pictures.

There is a great deal that industry can do for the alcoholic. But every step must be predicated on the idea that the alcoholic is a sick person who can be helped. Accepting this concept will pay dividends in reduced absenteeism, fewer accidents, and higher worker morale. By helping the alcoholic, the employer will be helping himself.



- MAY 20-22, 1954**
Board of Directors Meeting
Nashville, Tennessee
- JUNE 7-11, 1954**
Management Unity Seminar
Dayton, Ohio
- AUGUST 23-27, 1954**
Management Unity Seminar
Dayton, Ohio
- SEPTEMBER 22-25, 1954**
31st Annual NAF Convention
Cincinnati, Ohio
- OCTOBER 11-15, 1954**
Management Unity Seminar
Dayton, Ohio
- DECEMBER 6-10, 1954**
Management Unity Seminar
Dayton, Ohio

NAF club presidents are urged to submit their 500-word entries for the **MANAGE Magazine "Management Team of the Month"** awards. Since only one award will be made per month, every entry will be considered for an award for two years from date of receipt. Clubs may submit as many different entries as they desire, and projects may be described which have occurred at any time since the club's affiliation with The National Association of Foremen.

NEW NAF CLUBS

(Continued from Page 17)

MARSHALL FOREMEN'S CLUB
Marshall, Michigan

BUFFLOVAK MANAGEMENT CLUB
Blaw-Knox Company
Bufflovak Equipment Division
Buffalo, New York

SENECA FOREMEN'S ASSOCIATION
Seneca Falls, New York

GREENVILLE FOREMEN'S CLUB
Greenville, Pennsylvania

SYLVANIA MANAGEMENT CLUB OF BATAVIA
Sylvania Electric Products Inc.
Batavia, New York

NEW YORK AND PENNSYLVANIA FOREMEN'S CLUB
Johnsonburg, Pennsylvania

BENDIX RADIO MANAGEMENT CLUB
Bendix Radio Division, Bendix Aviation Corp.
Baltimore, Maryland

SUPERVISORS FORUM OF THE I. B. KLEINERT RUBBER COMPANY
I. B. Kleinert Rubber Company
College Point, Long Island, New York

OHIO VALLEY MANAGEMENT CLUB
Marietta, Ohio

BENDIX SUPERVISORS CLUB
Bendix Aviation Corporation
Hamilton, Ohio

SURFACE COMBUSTION MANAGEMENT CLUB
Surface Combustion Corporation
Columbus, Ohio

THE DIAMOND UNITY CLUB
Diamond Power Specialty Corporation
Lancaster, Ohio

UNION CITY FOREMEN'S CLUB
Union City, Indiana

MANAGE May 1954



George M. Pro has been named a partner in **Air Placement Equipment Co. of Kansas City, Mo.**

Construction of a \$2,500,000 office building, reportedly the largest in South Carolina, is underway in Greenville for **Liberty Life Insurance Co.**

Most executives fail because they are not active, creative, imaginative individuals, Morris I. Pickus, president of The Personnel Institute, Inc., declared at a meeting of the Synthetic Organic Manufacturers Association in New York.

Solutions to a wide variety of industrial maintenance problems will be found among the latest methods and equipment application developments to be exhibited at the **Western Plant Maintenance Show** in Los Angeles July 13-14-15.

Retirement of A. Magnum Webb from his post as Vice-President and Sales Manager of **Chemical Construction Corporation** has been announced. His retirement follows the longest period of employment in the firm's history. He began his career with **Chemico** 40 years ago, when the company was formed, as its first draftsman.

Election of **Hugh L. Clary**, president of the **Clary Multiplier Corp.**, business machine manufacturer of San Gabriel, Calif., as a director of the **California Manufacturers Association**, has been announced.

Sales of Minneapolis-Honeywell Regulator Co., world's largest manufacturer of automatic controls, increased approximately 29 per cent in 1953 to pass the \$200 million mark for the first time in the company's history, the annual report to stockholders disclosed.

MANAGE May 1954

For outstanding service to Southern California, American free enterprise, prosperity and aviation leadership, **James H. Kindleberger**, chairman of the board of **North American Aviation Co.**, was the recipient of the **Southern California Financial Writers Association's** certificate of merit. **Alfred H. Perrine**, Los Angeles Examiner financial writer and president of the association, made the presentation.

Warner Love, secretary of the **Syracuse Management Club**, who presented sketching demonstrations at three recent **NAF** conventions, has been booked by **Charles H. Wyer**, Sales Manager for **A. W. Faber-Castell Pencil Co.** for three days over the **Memorial Day** holidays. He will appear at the **Art Trade Exhibit** in **New York City**.

The Denison Engineering Co., Columbus, Ohio, leading designers and manufacturers of hydraulic presses and components, has retained **The Griswold-Eshleman Co.** of Cleveland as their advertising and public relations counsel, it was announced by **R. W. Norris**, Director of Sales.

Denouncing the present 10 per cent excise tax on household ironers and dryers as an "absurd tax on the privilege of staying clean," **C. G. Frantz**, chairman of the excise tax committee of the **American Home Laundry Manufacturers' Association**, in a statement in Washington before the **Senate Finance Committee**, requested that the tax be repealed outright. **Mr. Frantz** is president of the **Apex Electrical Mfg. Co.**, Cleveland.

Awards totalling \$22,798 were presented to 1100 **Motorola** employees whose constructive suggestions were put into practice by the company during 1953.

A new \$2,000,000 laboratory building for expanded research on safeguarding the health of its employees and the users of its products has been dedicated by the **Du Pont Co.** at **Wilmington, Del.**

Col. Willard F. Rockwell, chairman of the board of **Rockwell Manufacturing Co.** and **Rockwell Spring and Axle Co.**, has been re-elected to the board of governors of the **Pennsylvania Manufacturers' Association** for a one-year term.

Standard Pressed Steel Co. has just completed a \$10,000,000 phase of a continuing program of expansion and modernization under which the **Jenkinson, Pa.**, firm has doubled its floor space to 650,000 square feet in the past four years.

The **Steel Strapping Division** of **The Stanley Works**, **New Britain, Connecticut**, has announced the appointment of **J. A. Dickson** as district manager of the southeastern states. His headquarters will be in **Atlanta, Ga.**

George S. Wheaton, assistant vice-president of **American Potash & Chemical Corp.**, has been named head of the company's **Eston Chemicals Division**.

The retirement of **William D. Gross**, works manager at **Crucible Steel Company of America's Spaulding Works**, in **Harrison, N. J.**, has been announced.

William L. Dunn, president of **Mag-necord, Inc.**, **Chicago**, pioneers in the manufacture and development of commercial tape recorders, received the grade of **Fellow** in **The Institute of Radio Engineers** at the annual **IRE** banquet in **New York**.

Bernard Eichwald, 32, president of **B. Eichwald and Co., Inc.**, **New York** electrical engineers and contractors, was elected a member of the **Young Presidents Organization**, it has been revealed by **Lee A. Potter Jr.**, president.

Four top executive promotions in the **Chase Bag Company** were announced by **Francis H. Ludington**, president. **F. H. Ludington, Jr.**, has been elected vice-president; **William N. Brock**, has been named vice-president and general sales manager; **A. H. Nuhn** has been elected vice-president; and **M. J. Bender** has assumed the position of secretary.

★ MANAGE SERVICE BUREAU ★

New Products and Free Publications for Management Men

For Additional Information Circle the Number on Service Coupon

NEW LITERATURE OFFERED

501—Personnel administrators looking for educational booklets for employees on any subject from atomic energy, first aid or fire prevention—to taxes, technological unemployment or household zoos, can find them listed in a new catalog released by the **Good Reading Rack Service, Inc.**

The "cafeteria" style free distribution of booklets to employees was originated by General Motors in 1948 as an experiment in employee education and communications. Since then the idea has spread rapidly and an estimated 1800 corporations are now furnishing employees with more than 5 million booklets a month on such varied subjects as economics, health, safety, spiritual guidance and social problems.

502—A new 16-page catalog describing **Red Ring** horizontal shaving machines for large external gears is now available from **National Broach & Machine Co.**

Concise operating descriptions and application information are included for Model GCK types having gear pitch diameter capacities from 24 to 180 inches; for Model GCM types having capacities from 4 to 48-inch pitch diameter; for the Model GCJ-36," a horizontal shaving machine which is similar to the Model GCM except that it has an additional crown shaving feature. This latter model has a pitch diameter capacity from 4 to 36-inches, and can be equipped with base extensions permitting gears with integral shafts up to 142-inches long to be shaved.

503—Complete information on the construction and uses of magnetic separators for fast and easy handling of steel sheets and plates is included in a new four-page catalog published by **Basco Manufacturing Co.**

In addition to providing information about **Basco Separators**, the booklet also describes how these units speed up production, reduce damage to machinery and eliminate injuries to operators—and contains magnet performance charts.

504—A new precision gage reference file folder is now available from **AMCO Gage Co.** The folder, which is tab-indexed to permit filing of precision gage reference material, shows seven typical types of precision gages and holding fixtures manufactured by the company to micro-inch tolerances.

505—How dust can be controlled in industries working with asbestos is discussed in a new bulletin published by **American Wheelabrator & Equipment Corp.** The bulletin has four case histories which show how **Dustube** cloth-tube-type dust collectors are employed to ventilate various dust producing machines in these industries. The importance of product recovery is pointed out. Some of the cases cited show how plants are amortizing their dust collection systems through the dollar value of dusty material recovered and reused.

506—A new bulletin recently released by **Industrial Retaining Ring Co.** describes the applications and advantages of **Stacked Open-Type Retaining Rings**. A series of sketches shows clearly how **Industrial Stacked Rings** eliminate waste motion, non-productive time and ring loss. Rings are stacked on metal rods for faster and easier assembly. The rods become part of Industrial's "one-at-a-time" dispensing unit, which includes a specially designed cast-iron base and application tool—free with each initial order. Also includes specification data sheets and price lists.

507—The **Federated Metals Division of American Smelting and Refining Co.** has published a new bulletin entitled, "**Practical Help in the Casting of Aluminum Alloys.**" Such subjects as effect of moisture, shrinkage, dross, pouring temperature, and test bars are thoroughly discussed from the foundryman's viewpoint.

508—"How to Machine Republic Enduro Stainless Steel Bars" is a new booklet giving speeds, feeds and estimating data for machining all types of stainless used commonly on automatics. The booklet also includes information on tool form, etc., a section on how to find and correct difficulties sometimes encountered in machining stainless, a section of formulae and tables frequently required for statistical quality control work, and data on the new screw thread standards.

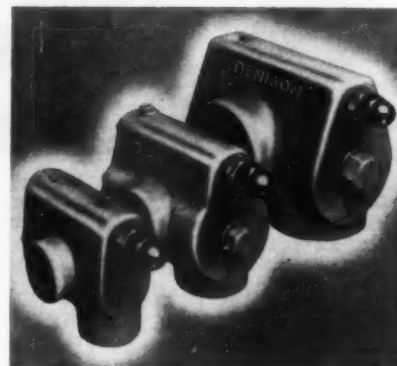
509—Catalog No. 68 has been released by **Arro Expansion Bolt Co.** illustrating the complete line of Anchoring and Drilling devices manufactured by them. The booklet contains specifications, prices, and illustrates uses of their full line of products.

510—Dr. "E," the Dry Film Lubrication expert of **Electrofilm, Inc.** now has available a completely new file folder filled with his latest and most complete answers for the solution of difficult lubrication problems due to extreme heat, excessive cold, inaccessibility, high speeds, high loads, galling, seizing and excessive wear. In case after case, Dr. "E" has found that **Electrofilm** dry film lubricants solve problems where other lubricants fail. This complete file folder is free to all who are faced with seemingly impossible lubrication problems.

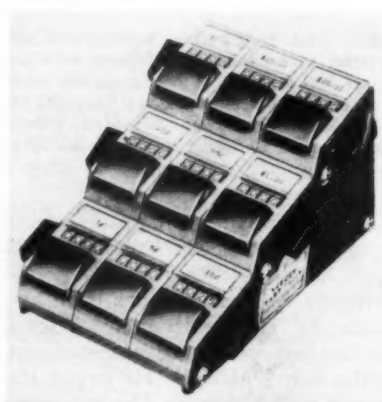
NEW PRODUCTS

DECIMAL EQUIVALENT CARD

511—For the machinist's toolchest or pocket-size reference, **South Bend Lathe** offers a new red and black decimal equivalent card. The handy chart, measuring 3-3/8" by 5-1/2", lists decimal equivalents of fractional parts of an inch to six places.



512—Denison Engineering Co.'s new line of low priced 2000 psi relief valves retain many of the outstanding operating benefits of Denison's widely used 5000 psi valves. They are available in sizes of 1/2 inch to 1 1/2 inches, and may be vented or operated by remote control.



RESET COUNTER FINDS INDUSTRIAL USES

513—Since its introduction a short time ago the **Veeder-Root Vary-Tally Counter** has been used for quality control, inventory control, traffic control, sales analysis, laboratory analysis, payroll preparation and many other uses in industry.

The equipment is available in any of 66 combinations, up to 6 banks high and 12 units wide, arranged compactly on stands in tiers. Fingertip pressure on the front lever of a unit registers each count from one to 9999. A reset knob returns all counters in any tier to zero instantly, with one complete turn of the reset shaft. The name, color, denomination, quality or size, etc. of the item to be counted is inserted in a panel over the reading line on each Vary-Tally.

SOLDER QUICK

514—The Stark Manufacturing Co. has announced its Model 101 Solder-Quik, designed for light, fast soldering on small work. It is especially recommended for radio and television assembly and repair, electric motor repair and similar operations involving small metal parts. Operating from regular 110 volt AC line through a step-down transformer, the Solder-Quik is said to be both safe and highly efficient. Outstanding advantages of the Model 101 are said to be its very light weight, accessibility to small spaces and low power consumption.



THREADED NAIL

515—The newest thing in nails is a nail that looks and acts like a screw but still can be pounded in with a hammer. The threaded nails first came into their own during World War II, and they are now finding widespread application in industry. Threaded nails are already used in automobile and truck body frames, construction of boats and bridges, freight cars and trailer coaches. Shippers count on them to keep railroad car blocking in place and to make certain export crates stay in one piece. The leading application, however, is in the manufacture of pallets, for they hold from 2½ to 7 times as well as cement coated smooth nails. They are also now available for the do-it-yourself home market.

AIR-POWERED NIBBLERS

516—Buckeye Tools Corp. is now producing a new model of its portable, air-powered nibblers for cutting sheet metal up to 18 gauge. The new tool has an extended head which permits its use in confined areas and in formed metal panels. Cutting operations can be started anywhere an access hole is provided in the panel for the tool.

Buckeye Tools nibblers make a sharp, clean cut without distorting the exposed edges of the metal. Capable of cutting a radius as small as one inch, the tool can be used to follow any contour.

DUO-PURPOSE RESPIRATOR

517—A single respirator which protects the wearer against toxic dusts as well as organic vapors has been developed by Mine Safety Appliances Company. Called the MSA Comfo Chemical Cartridge Respirator, it employs static-web dust filters which clamp on the respirator's twin chemical cartridge filters. The dust filter is made of charged, resin-treated felt which promotes electrostatic retention of dusts and supplements mechanical filtering action.

The manufacturer points out that there are many working areas in which dust and vapor hazards are encountered simultaneously and cites, as an example, operations where workmen are exposed to volatile dusts. The new respirator, they say, extends breathing protection to all exposed to hazards in such areas.

TOOL TESTER AVAILABLE IN NEW MODELS

518—Fendall Co., manufacturers of industrial safety equipment, recently announced four new Pow-R-Safe Tool Testers in addition to the original model "A." The new models are said to make it extremely simple to detect electrical defects in electric hand tools and extension cords.



By simply pressing one button, the new testers will automatically determine the safe working conditions of such electric hand tools as drills, screw-drivers, nut-runners, saws, grinders, sanders, soldering irons, etc. Extension cords are checked in the same operation. The complete test takes only 7 seconds. If the tool is "OK," a green light flashes and the tool will operate. If defective, red light flashes and busser sounds. In the 7 second test period, 6 tests are completed automatically.

IDEAL UNIVERSAL LIVE CENTER

519—Extreme accuracy and load carrying capacity beyond most usual requirements are claimed for a new, medium priced live center introduced by Ideal Industries.

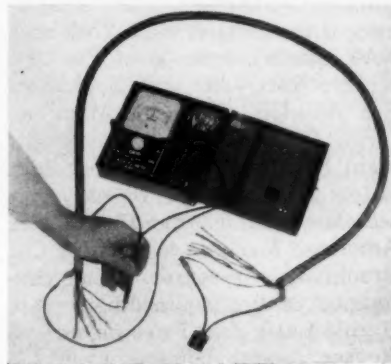
Known as the Ideal Universal, the new live center is designed to meet production demands for closer tolerances. Because of its high-accuracy, high-load factors, it is said to offer all the advantages of live centers—high turning speeds, freedom from gouging, burning, chatter and center-point lubrication—for an unusually wide variety of jobs.

The housing and all working parts are hardened and ground to provide extra durability. The live center is available with Morse Tapers from two to five for rotating speeds from 50-2000 rpm and maximum loads to 5200 pounds. Eccentricity tolerance is limited to plus or minus .0001" through the use of twin, precision-type roller bearings.

JACKSON TRACE-O-METER

520—One man instead of two can trace electrical lines and cable circuits with this new meter. The electrician simply slips a tagged jumper to each circuit at the remote end of the line; then he touches the wires at the other end of the line with the probe. As each circuit is touched, the meter indicates the correct number as tagged by the jumper. Thus nine wires can be identified. The photograph illustrates wire No. 5 being traced as a simple example.

If there is any doubt about a line being hot, it is tested with the neon indicator. A hot circuit will illuminate the neon light. Should there be a ground or short in a wire, the meter needle will not move, indicating the defective line. The jumpers, the probe, and the meter are contained in a carrying case weighing only 3½ lbs., and can be removed and carried in the pocket.



Offered in Ads

A521—"REPORT ON CONPOR" gives all the basic information on the new leather sealing and packing material of Chicago Rawhide Manufacturing Company. (See page 3.)

A522—Lincoln Extension Institute (see page 25) offers a 48-page descriptive brochure, "Getting Ahead in Industry."

A523—Clip out coupon on page 7 or check number on Service Bureau coupon for full information on Scott Industrial Wipers.

Note: Inquiries for the items listed above will not be serviced beyond June 28

MANAGE MAGAZINE

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1954

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503	506	509	512	515	518		A523

Name Position

Firm NAF Club

Please ☐ Firm address } Street
check ☐ Home address }

City Zone State

GREATER NEW YORK AREA CONFERENCE

(Continued from Page 15)

New York City; Raymond Calahan, personnel manager, Murray Manufacturing Co., Brooklyn, N. Y.; Charles E. Schon, chief patent engineer, American Machine and Foundry Co., New York City, and Henry J. Scudder, manager, Brooklyn, contract division, American Machine & Foundry Co., Brooklyn, N. Y.

John Szabo of the I. B. Kleinert Rubber Co., Queens, N. Y., is chairman of the Greater New York area NAF council, sponsor of the conference. Earl Valet of A. Schrader's Son division of Scovill Manufacturing Co., Brooklyn, is vice-chairman; H. Fred Boehling, American Safety Razor Corp., Brooklyn, is secretary, and Harold H. Coulson, American Machine & Foundry Co., Brooklyn, is treasurer. Other conference committee members were Harold Basil, Fred Frierson, Joseph Heuser, Joseph Hilgard, Frank A. Joline, John J. Koenig, C. Raymond Lomp, John Mackintosh, William Maher, Theodore Marsh, Dominic Nicotera, F. Charles Swerz, Alfred Temple, and Ferd. G. Tuero.

"Behold," said the spiritualist medium, after the usual wriggling and table knocking. "Before you is the spirit of your late wife!"

The client sat still and said nothing. "Don't you understand?" cried the medium. "It's your wife. Speak to her."

"Don't worry, Bud," replied the client. "If it is her, she'll do all the talking."



ATTENDING THE INSTALLATION PROGRAM of the Valparaiso Management Club were, left to right, Elmer C. Montania, Craig E. Hambridge, Richard Freeman, newly installed president; Edward O. Seits, NAF president and speaker for the occasion; V. J. Lynn, NAF area manager and installation officer; and O. F. Walters.

"MANAGEMENT TEAM" FOR MAY, 1954

(Continued from Page 11)

the leaders in the guided missile industry today."

Mr. Editor, I think my club qualifies for a MANAGE Magazine "Management Team of the Month" award. I hope your panel of judges do too.

Noble Barnes, President
Convair Pomona Management Club



First Annual Management Conference, Morris Harvey College, Charleston, West Virginia, sponsored by Morris Harvey College, Southern West Virginia Council of NAF Clubs . . . May 8, 1954.

Southwest Management Conference (Arkansas, Kansas, Missouri, Oklahoma and Texas), Mayo Hotel, Tulsa, Okla., sponsored by the Douglas Management Club of Tulsa . . . June 7-8.

The going is best when you are on the level.

"Finally got rid of my ulcer—wife left me!"

The college yell of the school of experience in silence.

WHY \$12,000-\$20,000 JOBS ARE THE EASIEST TO GET TODAY

**Here Are Some Surprising Facts
About the Serious Shortage of
High-Salaried Executives**

**What You Can Do To Qualify
For Top-Level Jobs
Open Right Now**

SURPRISING as it may seem, the really big jobs today are the hardest to fill—and the easiest to get. Men who can handle top-management jobs can now choose from any number of openings that pay \$12,000, \$15,000, \$20,000, or more.

It was J. K. Lasser, famous business and tax expert, who went after the facts about this scarcity of qualified men for high-salaried jobs. Polling the heads of companies in many fields, he consistently heard from them the same answer. What men in the middle brackets need to make the high-salary grade, these men told Mr. Lasser, is a general, well-rounded knowledge of business procedure.



J. K. LASSER

Gives working methods of top men

This simple answer gave Mr. Lasser an idea for a brand-new plan that would literally lead men out of the \$5,000-\$10,000 plateau and into the top jobs. He asked the foremost men in every field to reveal working methods that have brought success in marketing, public relations, accounting, budgeting, insurance, and "know-how" in every business procedure for top management.

Mr. Lasser consulted only top men, such as business analyst Roy A. Foulke, Vice-President, Dun and Bradstreet; marketing expert Marion Harper, Sr., nineteen executives nationally known for their successful methods. Then he simplified and "boiled down" this wealth of knowledge into J. K. Lasser's **BUSINESS MANAGEMENT HANDBOOK**.

What you learn from these executives

Through this one book the businessman is able to view each departmental operation from the top down, with an expert as guide. He learns to talk, think, and plan with the kind of well-rounded authority expected of top management.

In this book you learn streamlined methods of distribution, how to run a cost system, how to design systems for internal control of business. It covers control of operations through budgeting, how to avoid business frauds, how to cut paper work, and many other elements of effective management. Men who truly want to get ahead can ready themselves for the next step up with this **HANDBOOK**.

How to get a copy of the book

J. K. Lasser's **BUSINESS MANAGEMENT HANDBOOK** sells for only \$8.50 and is available to you through MANAGE.

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M.S.A. SHOCKGARD

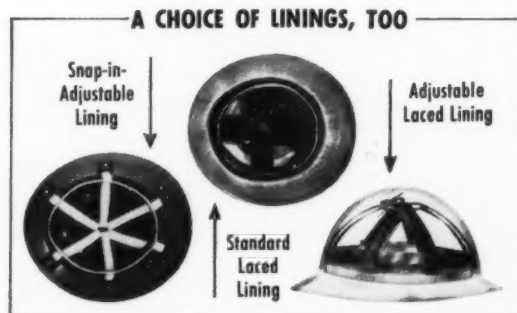
Maximum head protection in electrical-hazard areas—from high voltage contact and falling objects. Minimum protection tested at 10,000 volts. All-plastic shell—no metal parts. Special Web Cradle straps; one-unit leather lining.

MODEL T ALUMINUM HAT

Light, cool and comfortable. Ideal for those desiring a metal hat. Tough aluminum alloy resists blows from falling or flying objects. Rigid brim protects face, neck, shoulders. Snap-in-Adjustable lining only.

M.S.A. COMFO CAP

Combining lightweight comfort with head protection, the M.S.A. Comfo Cap is well-balanced, durable. Low crown design makes it ideal for low coal mining. Standard type lining only.



Call the M.S.A. man on your every safety problem . . .
his job is to help you.



M.S.A. TYPE K SKULLGARD

The most popular and accepted work hat!

Tough, laminated plastic composition safeguards workers from every head hazard. Perfect balance, light weight results in greater wearing comfort. Available in any of the lining styles illustrated below.

M.S.A. GLASS FIBER HAT

High pressure molded, this hat provides perfect head protection. Smooth contour design deflects falling objects and minimizes blows and bumps. Featuring the Snap-in-Adjustable lining, this head protector comes in the following stock colors: Red, White, Yellow, Green, Blue, Gray, Black.

M.S.A. TYPE B SKULLGARD

The Type B offers the best head protection available in cap-type style. Rigid peak, with reinforced beaded edge. Accommodates all linings except Snap-in-Adjustable.

M.S.A. STREAMLINED FIREMAN'S HELMET

Designed for maximum head protection and freedom of movement. Laminated bakelite construction. High dielectric strength. Rubber-cushioned lining provides greater wearing comfort.

M.S.A.'s complete line of hats and caps meets your every job, style, color, and lining needs. They are smart looking, light weight, comfortable, well-ventilated. They are designed for all service conditions, individual preferences. They have rugged strength and durability. Workers are safer, better satisfied when their head protection fits the job. Write for details.

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The new 1954 Chevrolet Bel Air 4-door sedan. With three great series, Chevrolet offers the most beautiful choice of models in its field.

Frankly, what would these people really say about the new Chevrolet?

We're frank to admit it. Most people really don't talk about cars the way the manufacturer would like them to.

So, we wouldn't actually expect those folks around the firehouse to comment about the new Chevrolet's "smoother lines and smarter styling." But you might well hear something like "Best-looking Chevrolet they ever turned out."

No one up there is likely to go in for technical engineering talk about "higher compression ratios resulting in increased horsepower and finer performance with outstanding fuel economy." But that new Chevrolet owner would probably point out the same things to his friends in his own words. Something like this, maybe: "This new Chevrolet's got a lot more stuff in it. And it's the easiest car on gas I ever owned."

And because Americans like and know their cars, the conversation could turn up facts like these: Chevrolet has the only Fisher Body in its field—and everybody knows, Fisher is the number one automobile body. These smooth and easy Chevrolet brakes are really something special—biggest in the low-price field. This year's Chevrolet offers a complete choice of optional power features and controls,* including all the latest things to make driving easier and more convenient.

And when the talk turned to price, it would be common knowledge that Chevrolet is the *lowest-priced* line of cars. So, if someone said—"By George, I believe I'll drop around and see that Chevrolet dealer myself"—we think that's a good idea. Don't you? . . . Chevrolet Division of General Motors, Detroit 2, Michigan.

*Optional at extra cost.



POWER STEERING AT A NEW LOW PRICE! More and more people are enjoying the ease, convenience and safety of Chevrolet Power Steering. Increased production to meet this growing demand makes possible a new low price. It's available on all models, optional at extra cost.

MORE PEOPLE BUY CHEVROLETS THAN ANY OTHER CAR!



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